

**ZHAW School of Management and Law**  
**Master of Science in International Business**  
2016 – 2017

Class: W.MA.IB.16HS.a

**Master's Thesis**

*Workplace and leadership characteristics expected by the Millennial generation in Portugal  
and Switzerland*  
*Recommendations for Employers*

Author:

Sofia Martinez Franco Pereira

Supervised by:

Prof. Dr. Daniel Seelhofer

Winterthur, September 1st 2017

## Management Summary

In the United States, Millennials have already become the largest generational cohort within the workforce and is increasingly growing importance worldwide as they assume middle management and senior positions. Therefore, understanding Millennials' needs and preferences is vital so as to effectively manage human resources in multigenerational organizations. Subsequently, the aim of this master thesis is to analyze to what extent Millennials from two different European countries, Switzerland and Portugal, are different regarding their preferences towards workplace and leadership characteristics.

In order to answer the research objectives and research questions, extensive literature about the different generations, Millennials, and Millennials expectations towards the organizational environment and leader's attributes was reviewed with the aim of developing a framework comprising items regarding workplace and leadership characteristics most significant to Millennials. The workplace characteristics were organized in four different sub-categories: "work atmosphere"; "social impact and significant job experience"; "work/life balance"; and "workplace motivators". The leadership characteristics were assessed as a single category. Additionally, other items were evaluated in a more general section and a multigenerational comparison comprising Millennials, Generation X and Boomers was included within each category. Afterwards, an online survey was developed and distributed among Millennials in Switzerland and Portugal through convenience sampling and by making use of channels such as Facebook, WhatsApp and email.

The results obtained validated most of the items included in the theoretical framework. In fact, regarding the workplace characteristics and both Millennials in Switzerland and Portugal, providing a nurturing work atmosphere is essential. Millennials want to work for organizations that promote career advancement opportunities, training and development and open communication across all levels. Furthermore, promoting self-esteem and ensuring that this Generation understands what they are actually working on is important. Moreover, work/life balance is essential and despite some conflicting results, flexibility and working for different organizations are important. Other aspects that are central to members of this generation are naturally salary, working in teams and running challenging tasks. Concerning the ideal leader for Millennials, it is possible to point out that this generation clearly pursues a leader that is people-oriented, inclusive, influences the direction of the organization, promotes teamwork as well as innovation and technology, , uses plain straight-talking language and provides regular and constructive feedback. Yet, leaders should be less supportive when working with Swiss Millennials as they look for more autonomy and less guidance. Regarding the multigenerational comparison, despite not being the core of the master's thesis, results were quite unforeseen. Millennials and Generation X exhibited similar results across all sections while Boomer's results

were slightly different and often more positive. Similar conclusions to the ones drawn above were gathered. Yet, it is important to point out that due to the small sample size concerning Generation X and particularly Boomers the results are not representative.

As a recommendation, employers should understand and promote the items discussed above, analyzing carefully each of them and taking into account that occasionally different preferences might emerge within the same generational cohort and from the same country when regarding one specific item. By doing so, organizations can achieve competitive advantage and foster organizational commitment so as to thrive in today's market.

## List of contents

Management Summary .....	I
List of contents .....	III
List of figures .....	V
List of tables .....	VI
1. Introduction .....	8
1.1. Research title .....	8
1.2. Justification of Significance .....	8
1.3. Background information .....	9
1.3.1. Millennials .....	9
1.3.2. Millennials in Switzerland .....	10
1.3.3. Millennials in Portugal .....	11
1.4. Problem definition and domain limitation .....	12
1.5. Target audience .....	12
1.6. Research objectives .....	13
1.7. Research questions .....	13
2. Literature Review .....	14
2.1. Research Gaps .....	14
2.2. Overview of the different generational cohorts .....	14
2.3. The Millennial Generation .....	17
2.4. Millennials in the workplace .....	19
2.5. Millennials and Leadership .....	23
2.6. Research model or theoretical framework .....	25
3. Research Design / Methodology .....	28
3.1. Variables and Operationalization .....	28
3.2. Sampling .....	28
3.3. Sources and Collection Methods .....	29
3.4. Data Interpretation / Analytic Approach .....	35
4. Analysis of Results .....	36
4.1. Quantitative analysis .....	36
4.2. Country specific results: Switzerland and Portugal .....	38
4.2.1. Country specific results: Switzerland .....	39
4.2.2. Country specific results: Portugal .....	40
4.3. Millennials' results analysis and multigenerational comparison .....	41

4.3.1.	Section 1: Workplace characteristics .....	42
4.3.2.	Section 2: Leadership Characteristics .....	53
4.3.3.	Section 3: Workplace and Leadership Characteristics .....	56
5.	Discussion of the results.....	60
6.	Summary .....	67
7.	Conclusion.....	70
7.1.	Recommendations .....	72
7.2.	Limitations.....	72
	Bibliography .....	73
	Appendix A: Online survey – Questionnaire Switzerland.....	78
	Appendix B: Online Survey – Questionnaire Portugal.....	86

## List of figures

Figure 1: Timeline.....	34
Figure 2: Country of residence of participants .....	36
Figure 3: Gender of participants .....	37
Figure 4: Year of birth of participants .....	37
Figure 6: International experience of participants .....	37
Figure 5: Travelling behaviour of participants .....	37
Figure 7: Year of birth of Swiss participants .....	39
Figure 9: Travelling behaviour of Swiss participants .....	39
Figure 8: International experience of Swiss participants .....	39
Figure 10: Gender of Swiss participants .....	40
Figure 11: Year of birth of Portuguese participants.....	40
Figure 13: International experience of Portuguese participants .....	41
Figure 12: Travelling behaviour of Portuguese Participants .....	41
Figure 14: Gender of Portuguese participants .....	41
Figure 16: "Being able to work from wherever I want" (PT Millennials) .....	48
Figure 15: "Being able to work from wherever I want" (Swiss Millennials) .....	48
Figure 18: "Having the opportunity to work for different employers / organizations" (PT Millennials) .....	48
Figure 17: "Having the opportunity to work for different employers / organizations" (Swiss Millennials) .....	48

## List of tables

Table 1: Questionnaire items: Work atmosphere.....	30
Table 2: Questionnaire items: Social impact and significant job experience .....	31
Table 3: Questionnaire items: Work/life balance .....	31
Table 4: Questionnaire items: Workplace motivators .....	32
Table 5: Questionnaire items: Leadership characteristics .....	33
Table 6: Overview of country specific results .....	38
Table 7: Likert scale colour scheme .....	42
Table 8: Work atmosphere (Millennials) .....	43
Table 9: Average results for the items "Career development opportunities" and "Open communication" .....	44
Table 10: Work atmosphere (Multigenerational comparison) .....	44
Table 11: Social impact and significant job experience (Millennials) .....	45
Table 12: Average results for the items "Social impact" and "Meaningful job" .....	46
Table 13: Social impact and significant job experience (Multigenerational comparison) .....	47
Table 14: Work/life balance (Millennials) .....	48
Table 15: Average results for the items "Flexibility" .....	49
Table 16: Work/life balance (Multigenerational comparison) .....	49
Table 17: Workplace motivators (Millennials) .....	51
Table 18: Workplace motivators (Multigenerational comparison) .....	52
Table 19: Leadership characteristics (Millennials) .....	53
Table 20: Average results for the items "People-oriented", "Supportive", "Inclusive approach" and "Innovation and technology" .....	54
Table 21: Leadership characteristics (Multigenerational comparison) .....	55
Table 22: Workplace characteristics ranking (Swiss Millennials) .....	57
Table 23: Workplace characteristics ranking (Portuguese Millennials) .....	57
Table 24: Workplace characteristics ranking (Swiss Generation Xers) .....	58
Table 25: Workplace characteristics ranking (Portuguese Generation Xers) .....	58

Table 26: Workplace characteristics ranking (Swiss Boomers) .....59

Table 27: Workplace characteristics ranking (Portuguese Boomers) .....59



## **1. Introduction**

This chapter introduces the research topic. First, the research title as well as the significance and necessary background information are presented. Then, the research problem and the domain limitations are stated. Lastly, the target audience, research objectives and research questions are introduced.

### **1.1. Research title**

The research title chosen for the present study is: “Workplace and leadership characteristics expected by the Millennial generation in Portugal and Switzerland: Recommendations for Employers”.

### **1.2. Justification of Significance**

Nowadays organizations are comprised of multiple generations of workers and understanding this phenomenon is essential so as to effectively manage human resources (Tschantz, 2016, p. 5). Millennials or Generation Y were born approximately between 1980 and 2000, and as of 2017, members of this generational cohort are between 17 and 37 years old (The Center for Generational Kinetics, 2016). Therefore, this generation is the newest and already the greatest generational group within the workforce (Calk and Patrick, 2017, p. 1). In fact, Millennials have already become the largest generation in the United States (The Center for Generational Kinetics, 2016) and the largest share of the American workforce as in 2015, more than one in three American workers were Millennials. Additionally, in that year, 53.5% of workers were Millennials, 52.7% Generation Xers, 44.6% Boomers and 3.7% Silents (Fry, 2015). Concerning the rapid aging of the workforce and the continuously growth of Millennials, these factors might expose significant demographic and sociological effects which could have an impact on influence organizations (Bolser and Gosciej, 2015, p. 1). A present challenge is already related with recruiting and retainaing Millennials (Calk and Patrick, 2017, p. 1). Generation Y exhibits higher turnover rates than the previous generations which translates in higher costs to organizations. Therefore, it is important to adjust activities, tasks and work conditions to the worker’s needs, expectations and personalities, which are subsequently influenced by the generation one belongs to (Tschantz, 2016, p. 3). Millennials exhibit distinctive preferences, expectations and behaviors when compared to Boomers or Gen Xers as well as express different attitudes towards employment and marketing, hence challenging conventional strategies and approaches (The Center for Generational Kinetics, 2016). If those differences are not considered and if Millennials’ expectations are not met, job satisfaction might decrease which consequently increases their desire to pursue another job (Campione, 2015, p. 60).

All this considered, and with a large percentage of Millennials already holding senior positions

in organizations, understanding the differences between generations and Millennials needs and preferences is vital for organizations. (Statista, n. d.). Differences among generational cohorts have an influence in communication styles, technology needs, professional development preferences, workplace expectations, compensation and benefits needs as well as desired leadership styles (Kapoor and Solomon, 2011, p. 308). As John F. Kennedy said “The future promise of any nation can be directly measured by the present prospects of its youth” (Deloitte Millennial Survey 2017, p. 1), therefore it is important to identify which workplace and leadership characteristics are most expected by Millennials. Furthermore, being exposed to different environments, cultures or people lead to the display of distinctive behaviors and preferences. As an example, nowadays a Millennial in Greece who is currently living within an unemployment crisis might display different behaviors and expectations than a Millennial in Texas where the job market is increasingly growing (The Center for Generational Kinetics, 2016). Hence, it is significant to analyze two distinctive countries so as to infer whether Millennials from different countries exhibit dissimilar preferences.

### **1.3. Background information**

#### **1.3.1. Millennials**

One might find distinct information when considering the birth range of Millennials or Generation Y. The most common definition found in the literature and online appears to be that Millennials were born between 1980 and 2000 (Goldman Sachs Global Investment Research, n. d.). Nevertheless, The Center for Generational Kinetics (2016) argues that this generation was born exactly between 1977 and 1995 as a result of 9/11. Particularly in the US, the 9/11 terrorist attack was a generation-defining moment and if the aforementioned terrorist event has always been something one does not remember or relate with, then one might be a member of Generation Z instead of Generation Y. Hence, it is difficult to describe that someone born between 1996 and 2000 would have a strong emotional connection with the twin-tower terrorist phenomenon. Additionally, the shift between Generation X to Millennials is stated as starting around 1977 and not 1980 as it is believed that the consistency in behaviors and viewpoints from both generations started to change around 1977 (The Center for Generational Kinetics, 2016). Furthermore, Buckley et al (2015) as well as Lyons (2016) state that Millennials were born between 1980 and 1995.

Despite the diverse information concerning the time—frame when Generation Y was born, one fact is that, they have come of age in a time of technological advancements, globalization and economic disruption and therefore express dissimilar behaviors and preferences when compared to the previous generations (Goldman Sachs Global Investment Research, 2017). They are more technologically savvy, perform better at multitasking and prefer collaborative work (Murray,

2011, p. 54). Moreover, as a result of having lived during the Great Recession, Generation Y is more concerned with their economic stability (Bucky et al, 2015, p. 1). Many millennials are living in a situation characterized by debt, student loans, lack of housing and unemployment (Lyons, 2016). Therefore, this generation has exhibits different priorities than the previous ones. A large number of young adults are still living with their parents (Fry, 2015), they do not want to get married or own their own house for the moment, having kids is as well not a priority and they are reluctant to buying cars or luxury goods in a world shaped by “sharing economy” (Goldman Sachs Global Investment Research, 2017). In the UK, in 2015, 25.4% of Generation Y (aged 20 to 34 at that moment) still lived with their parents contrasting with 19.7% of Generation Xers in 1999. On average, women from Generation Y get married 7.1 years later than those marrying in 1981 and the average age for having a child has increased 3.8 years since 1974 (Lyons, 2016). Fry (2015) stated that in the European Union, in the year of 2014, Millennials from 18 to 33 years old, accounted for 24% of the adult population. Regarding the United States, in the same year, Generation Y comprised 27% of the adult population. In 2015, Millennials became the biggest generation cohort in the U.S totalizing 92 million whereas Generation Xers accounted for 61 million and Baby Boomers 77 million. (US Census Bureau, 2015). The current panorama is that Millennials are now arising and getting leadership positions whereas Boomers are starting to retire. (Buckley, Viechnicki and Barua, 2015, p.4).

### **1.3.2. Millennials in Switzerland**

Overall, Millennials in mature markets, including Switzerland, have worse expectations towards their future than the previous generations, manifesting lack of optimism regarding economic and social advancement. As referred by Denk (2017), Director Human Capital at Deloitte Switzerland, climate change and abusive use of resources were considered major issues among Millennials, nowadays this generations is faced with bigger problems such as crime, corruption, war, political tensions and terrorism.

In Switzerland, a research by the Credit Suisse Youth Barometer (2014) has shown that, debt and unemployment is not a concern when compared to other countries. In fact, 19% of Swiss Millennials claim that they are extremely satisfied with their country’s economy contrasting with the global average of 11%. That statement should not come as a surprise regarding Switzerland’s high GDP rates registered in the past few years (Iris, 2014). Additionally, Swiss focus less on economic matters than other Millennials and only half of Swiss members of Generation Y try to achieve a higher standard of living than their parents (Held, 2014). Furthermore, Swiss Millennials pursue a job position that is interesting, challenging as well as self-fulfilling. 50% of Millennials in Switzerland feel a sense of accomplishment from what they do in their life and therefore want to extend that feeling into their professional careers. Moreover, the majority Swiss Millennials wish to work for an international company while staying in Switzerland and 62%

assume that they have a personal predisposition towards the greater good and having a positive social impact (Iris, 2014). However, a study by The 2017 Deloitte Millennial Survey (2017) has shown that only 36% feel enabled to contribute to charities or good causes. Work/life balance is another essential aspect of Millennials' lives (p.9). Nevertheless, Swiss Millennials exhibit low satisfaction levels towards the aforementioned characteristic with only 16% stating that they are satisfied with the balance achieved between their private and work life (Iris, 2014). According to the ManpowerGroup (n. d.) 53% Swiss Millennials expect to work beyond the age of 65, 8% state that they will never retire, 87% say that they work more than 40 hours a week and 22% claim to work over 50 hours.

### **1.3.3. Millennials in Portugal**

Millennials nowadays are seen as to be living in a prolonged teen age as a result of an extended span of life, being highly protected by their parents, less employment opportunities and due to having less money so as to be financially independent (Jornali, 2017). Likewise most European Millennials, 72% of Portuguese members of this generation between the age of 20 and 29 are still living with their parents and purchasing their own house is not seen as a priority (Correia, Montez and Silva, 2016). Portuguese Millennials are seen as more conservative, less confident, more opportunistic and less engaged, but more worried with the environment as well as with expressing more solidarity towards others (Jornali, 2017). Social consciousness is in fact increasingly growing importance among members of Generation Y. They wish to work for an organization that offers both professional and personal development opportunities, good salary and that is capable of creating jobs that would have a positive impact in people's life's. Moreover, Millennials in Portugal love technology and social media. 92% of Millennials in Portugal have access to the internet, 94% have a computer and 33% are buying online (Correia, Montez and Silva, 2016). Additionally, they are highly keen on social interaction both physically and virtually. In fact, these Millennials love to share and to be engaged with other people, with social media having a strong effect on them as their success and number of followers often dictates their popularity (Jornali, 2017).

Furthermore, they are innovative, risk-takers and are sure that their future is to leave the country and emigrate as a result of lack of employment offers, while Millennials in Switzerland want to keep living in Switzerland. (Tehenet, 2016). Within an overall unemployment rate of around 10.1%, young unemployment in Portugal reached its peak in 2013 with 38.1%, lowering down to 25.1% in 2017. Portuguese Millennials are among the generation with the best educational qualifications but with the worst salary and work conditions. As a matter of fact, Portuguese Millennials holders of a Masters degree from an acknowledgeable university and with exceptional grades would settle for a salary of around 1000€/month. These Millennials are labeled "Geração Nem-Nem" or NEET, generation that "Young people *Neither in Employment, nor Education or*

*Training*”) (Vicente, 2017). NEET are not an exclusive Portuguese reality but they are the 10<sup>th</sup> country with the greatest percentage of inactive youngsters with up to 29 years old. (Marques, 2014) It is a fact that educational systems do not provide Millennials with the necessary skills adequate for the present Portuguese job market. Many employers argue that this generation does not own the right teamwork or communication skills as they are not being well thought and that there is a clear need for a better compromise between the educational system and the job market. (Vicente, 2017).

#### **1.4. Problem definition and domain limitation**

It is important to recognize what leadership characteristics are most required as well as what organizational conditions will best suit Millennials as this generation is increasingly growing importance being already perceived as the Next Great generation (Hershat, A. Epstein, M., 2010 p.211). Furthermore, most literature focuses on analyzing this generation as whole without studying a specific country or by only considering the United States. Understanding to what extent Millennials are distinctive within two different European countries, in terms of politics, economy and social aspects, will allow to find out how to better address their needs and derive recommendations on what employers should communicate. Hence, the problem to be addressed within this research is to investigate whether Millennials from Switzerland and Portugal are different and to what extent, regarding their expectations towards workplace and leadership characteristics.

As far as the domain limitations are considered, the present research focuses on two countries: Switzerland and Portugal; and one generation: Millennials. Hence, the study is limited to participants who are currently living or lived in Portugal or in Switzerland and who were born between 1980 and 2000. Nevertheless, data was gathered from participants born in other generational cohorts for further multigenerational comparison. Gathering background information about Millennials specifically from the aforementioned countries poses a challenge regarding the amount of data available and inability of the researcher to analyze literature written in German. Furthermore, the study is dependent on the willingness of responses of the participants as well as on their integrity. Concerning that the distribution of the survey occurs through convenience sampling, the study is also dependent on people ensuring that the appropriate population completes it. Lastly, there is no control over who exactly fills it out.

#### **1.5. Target audience**

The target audience of the present research are employers working in organizations from diverse sectors and who employ Millennials.

## **1.6. Research objectives**

The following research objectives were defined:

- Identify which characteristics leaders need to develop in order to effectively manage millennial employees both in Portugal and Switzerland;
- Identify which working characteristics should an organization provide in order to effectively manage and adapt to millennial employees, in Portugal and Switzerland;
- Derive some recommendations on what employers should communicate.

## **1.7. Research questions**

The following research questions were raised:

- What characteristics do Millennials perceive as the ones leaders should have?
- What are the ideal workplace characteristics for Millennials?
- What characteristics should employers communicate?

## **2. Literature Review**

The following chapter reviews relevant literature regarding the present topic. First, the research gaps are identified. Then, the existing literature about the different generational cohorts, the Millennial Generation, Millennials within the workforce and the relation between Millennials and leadership is analyzed so as to develop a research framework which comprises the workplace and leadership characteristics most expected by the Millennial Generation.

### **2.1. Research Gaps**

Regarding the research gaps, despite the existence of a few studies about Millennials and what leadership and workplace characteristics would best fulfill their needs, there is no study that focuses on analyzing Millennials in Switzerland or in Portugal as well as there is no study that compares both countries. As mentioned in previous chapters, most studies about Generation Y concentrate on Millennials as a general group or on Millennials exclusively from the United States. Furthermore, Millennials are now already in the workforce, occupying middle management positions as well as senior roles, thus new researches might display new findings as this generation is not of academic interest anymore. Another research gap is related with the fact that most studies comprising Millennials focus on IT organizations whereas the present research will provide a more general overview. Moreover, De Hay and De Vos (2010), indicated in their investigation that what young people wanted for a first job in 2006 might differ from what they would want in 2009. This could mean that expectations might be changing and not necessary that Millennials are different. (De Hauw and De Vos 2010, p. 293-295). Therefore, the literature review can be influenced by different perceptions about Millennials in studies from different years

### **2.2. Overview of the different generational cohorts**

To begin with, it is important to clearly define and distinguish the different generational cohorts. There are several studies and literature about the diverse generations therefore one cannot clearly define an exact time-period linked to each. As Tom DiPrete, sociology professor at Columbia University mentioned, to some extent generations are drawn by the media (Bump, 2014). A generation can be defined as the group of people born and raised approximately around the same time and place and who reveal similar values, preferences and characteristics. Nevertheless, within the same generational cohort differences emerge as a result of geographical distance, education, culture and the time when big events and trends unique to each society happen. Therefore, generational cohorts are not solely defined by the range of their birth year (Murray, 2011, p. 55). As an example, nowadays a Millennial in Greece who is currently living an unemployment crisis might display different behaviors and expectations than a Millennial in Texas where the job market is increasingly growing (The Center for Generational Kinetics, 2016).

Furthermore, Western generations are different from Australian or Chinese Confucianism due to cultural reasons (Murray, 2011, p. 55). For instance, regarding the Chinese or Islamic calendar, Millennials have no specific meaning. Consequently, in Islam generations are defined after wars (Deal, Altman and Rogelberg, 2010, p. 195).

According to The Center for Generational Kinetics (2016), there are five different generations: Traditionalists or Silent Generation (Born in 1945 and before); Baby Boomers (Born between 1946 to 1964); Generation X (Born between 1965 and 1976); Millennials or Generation Y (1977 to 1995); and Generation Z (Born between 1996 and later). However, and as mentioned before, one might find different time-frames for each generational cohort. Millennials are mostly regarded as the generation born between 1980 and 2000 and Generation Z as born after 2000 (Wallop, 2014).

Traditionalists, The Greatest Generation or Silent Generation are the people who fought during World War II and went through the Great Depression (Bump, 2014), the New Deal and the Korean War (Gordon & Steele, 2005, p. 27). Their label reflects the generations' cautious and silent characteristics (Strauss & Howe, 1991, 284 - 285). Traditionalists were the youngest generation to marry and have children and are characterized as being extremely loyal and having faith in the institutions (Lancaster, 2004, p. 2 - 3). As a result of their loyalty, when concerning work, Silents are willing to work for the same employer for a lifetime.

Baby Boomers correspond to the generation that emerged after World War II. The label "Baby Boomers" translates the spike in births between 1946 and the 1960s both in America and Great Britain as soldiers returned home after the war. Before Generation Y, Boomers were the largest generational cohort in America (Gordon & Steele, 2005, p. 26). Boomers are characterized by the people who lived during the sixties and fought during the cold war (Wallop, 2014). They were raised in a period of optimism, opportunity and progress (Gordon & Steele, 2005, p. 26). Furthermore, they strive to be the best and wish material success (Kupperschmidt, 2000, p. 68 - 69). Additionally, Boomers are regarded as competitive and workaholics who highly value their careers. Raised in an environment of authority and hierarchies, Boomers lived to work. Lastly, they are loyal to their employers and wish to work in an organization that acknowledge them (Strauss & Howe, 1991, 305 - 306).

Generation Xers, as stated by Wallop (2014), were "too young to have fought in any major war, old enough to have enjoyed a free education". They came out between 1960s and early 1980s and were called cynics and skeptics, contrasting with the previous generations (Lancaster, 2004, p. 2 - 3). This generation was revolutionized by the media and television, pop culture and working parents who left them alone at home (Kupperschmidt, 2000, p. 69 - 70). As a result, they are seen as more flexible and independent as well as family and flexible work schedules are extremely



important for them (Thieffoldt & Scheef, 2004, p. 5 - 6). Generation Xers grew along with the unfolding of the Information Age and are keen on with computers and high-tech. Fundamental events that had an impact in this generation were the Challenger disaster, the energy crisis, the Watergate scandal and President Nixon's resignation (Gordon & Steele, 2005, p. 27). Regarding their attitude towards work, Generation Xers are less loyal to employers than the previous generations but wish to achieve more, as well as, are motivated by feedback, career opportunities and difficult tasks (Thieffoldt & Scheef, 2004, p. 5 - 6). When compared to Boomers who live to work, Xers work to live (Kapoor & Solomon, 2011, p. 309).

Millennials were the first generation to come of age in the new Millennium (Fry, 2015) and the first digital natives (Fishwick, 2017). Millennials are also regarded as Generation Y as they come after Generation X (Lyons, 2016); GenNext; Next Gen; Nexters; or even EchoBoomers concerning some of their similarities with Baby Boomers (Murray, 2011, p. 59 – 60). Significant events that shaped this generation were the development of Internet, the Oklahoma City bombing, shootings in high schools and the 9/11 terrorist attack (Gordon & Steele, 2005, p. 28). Millennials are also regarded as Generation Terror as a result of living in a world characterized by mass murders in schools, nightclubs, and beaches. Terrorism is for Millennials what threat of Nuclear War was for Generation X (Lyons, 2016). Thus, they have a strong tendency to look for security and work-life balance (Murray, 2011, p. 59 – 60). Furthermore, they inherited moral and civic-minded characteristics from their Silent grandparents (Gordon & Steele, 2005, p. 28) and despite some similarities in behaviors with Boomers, Millennials are more collaborative. (Murray, 2011, p. 59 – 60).

Generation Z are the post-millennium children and the first to grow up in a totally post-digital era. One also refers to generation Z as “digital natives” or “screenagers” because of their strong connection with technology. Children from this generation if they do not know the answer for a question they easily “Google it” or “ask Siri” (Swartz et al, 2017, p. 6). Technology and Social media play a major role in their lives (Swartz et al, 2017, p. 8) and being born during a financial and political crisis they are conscious about their money as well as want to change the world. As a matter of fact, 39% of Millennials argue they wish to make a change in the world when compared to 60% of Generation Z. Furthermore, they are smarter, more mature and consider education as something to be cherished (Wallop, 2014). Despite akin behaviors and preferences to Millennials when it comes to technology, digital and social trends, Generation Z ethos and value systems are more similar to the ones of Baby Boomers and Generation X. Screenagers have seen Millennials fail when they were told they could achieve anything and as a result of living in a slow-moving economy, they hold a more traditional mentality regarding personal success and achievement. Nevertheless, their beliefs and social values are more liberal than Boomers or Generation X (Swartz et al, 2017, p. 9).

It is important to mention that not only the generation an individual was born in dictates their behavior, but also the result of the interactions between one's actions and the external environment (Deal, Altman and Rogelberg, 2010, p.194). If one considers the Global Recession, it had consequences along Boomers, Generation X and Millennials but impacted each generation differently. For Boomers, it brought concerns about their retirement; for Generation X, the decrease in salaries is an element to worry; and lastly, Millennials are concerned about insufficient job offers and lack of career opportunities (De Hauw and De Vos, 2010, p.293 – 294).

### **2.3. The Millennial Generation**

The Millennials or Generation Y are as well often regarded as “Generation Me” (Lyons, 2016). This label can be derived from the fact that many characterize Millennials as being selfish, self-regarding, self-involved and narcissistic (Fishwick, 2016). Generation Y are the first digital natives and therefore technology has a major role in their lives. Millennials are always connected and can spend more than 8 hours online, being constantly absorbed by social media and channels likewise Facebook, YouTube, Instagram and Twitter (Statista, n. d.). “I, narcissist” is how Fishwick (2016) describes Millennials, considering their obsession with the amount of likes their pictures or posts in social media get, as well as the number of followers raised. Everyday more than 80 million pictures and 3.5 billion “likes” are recorded in Instagram. Some researchers argue that there is a link between social media and narcissism. Particularly, this generation is vulnerable to the negative effects of the aforementioned as a result of increased peer pressure and being accepted within a group and society (Fishwick, 2016). Additionally, Millennials are considered lazy, incapable of commitment, politically apathetic and incapable of functioning without a smartphone, but, they have also proven to be creative, flexible, open-minded, with a strong sense of social responsibility as well as environmentally friendly (Lyons, 2016).

Millennials are labeled differently across the world. According to Lyons (2016) in Sweden they are called Generation Curling reflecting the sport in which players sweep the ice in front of a stone to make sure the stone's path goes smooth and without any obstacle likewise Millennials parents' who sweep their children's paths to make it easier for them; in Norway, they are called Generation Serious because of their serious concerns about the unforeseen future; in Poland, Generation John Paul II, named after the death of the pope whom they were proud of; in China, *ken lao zu*, “generation that eats the old” as they are enormously spoiled by their parents; and in Japan, *nagara-zoku*, “people who are always doing two things” as they multitask without any complications.

Different labels associated with Millennials emerge as a result of a variety of specific problems faced in different environments. For instance, in Spain and Portugal, they are described as “*Generación Ni-Ni*” (Lyons, 2016) and “*Geração Nem-Nem*”, respectively (Crisóstomo, 2016).

This means that they are the generation who does not study or have a job, “*Não estudam, nem têm trabalho*”. Furthermore, the designation translates the fact that Millennials in Spain and Portugal are currently facing a situation of unemployment driven by the recent financial crisis. (Crisóstomo, 2016). Contrasting with the aforementioned countries, in Germany, Generation Y is labelled “Generation Maybe” as, despite being highly educated, multilingual and globally connected, they do not know what to commit to concerning the plethora of opportunities offered. In the UK and in the US, if Millennials were to be labeled after the problems they face, they would be called Generation Rent and Generation Debt, respectively (Lyons, 2016).

Distinctively from other older generations, members of Generation Y are more concerned with their financial future and have higher levels of educational attainment. More than 40% still live with their parents and major budget issues are related with rent/mortgage, food, transportation, basic expenses and student loans. Furthermore, they do not give much importance to commitments such as getting married or having children and enjoy spending time with their family and friends (Statista, n. d.). Additionally, Millennials are keen on expressing their opinions and willing to engage in volunteer, environmental and political matters (The 2016 Deloitte Millennial Survey, 2016, p. 9-10).

Millennials are also regarded as “Generation Uber” or “Generation Airbnb” reflecting their predispositions towards a sharing economy. This generation regards experience as being more important than possessing physical objects. These predispositions might be a result of having been raised in a period characterized by financial instability and big banks collapsing (Correia, Montez and Silva, 2016) and therefore this generation is more rational in consuming and more ecologic than previous generations. (Vicente, 2017).

Moreover, this generation is reshaping the retail industry. Driven by technology, they often purchase online and as a result of having product information, reviews and price comparison instantly available, Millennials look for brands that can offer maximum convenience, the best experience and at the lowest costs (Goldman Sachs Global Investment Research, 2017). Also, having grown up in an era of technological development, Generation Y expects information to be available 24/7 and at a distance of a click. This sometimes results in Millennials missing perspectives when more complex topics are at hand and information is not instantly available as they become frustrated and anxious. (The 2016 Deloitte Millennial Survey, 2016, p. 9-10).

In fact, technology has changed the way Millennials experience the world and this has led to differences when concerning life in the organizations, management or even education. Millennials are more proficient with technology than Generation X and consequently Generation X is more skillful than Boomers. (Deal, Altman and Rogelberg, 2010, p.197). Hence, one can state that aptitude with technology is one of the major factors that discerns Generation Y from the previous

generations (Hershatte, A. Epstein, M., 2010 p.212).

Regarding education and as a result of the current unemployment rates, Millennials are more concerned with attending higher education and attaining a diploma than the previous generations (Buckley, Viechnicki and Barua, 2015, p. 6-7). Studies found that being educated is associated with a lower likelihood of being unemployed and therefore, people who pursue higher education will report a higher quality of life and success. Furthermore, a 2010 PewResearchCenter report estimates that Generation Y will be the most educated American Generation (DeVaney, 2015, p. 12).

In short, the traits associated with Millennials clash with the previous generations. For instance, Generation X is often described as being self-reliant, cynical, entrepreneurial, adaptable and distrustful of authority. Boomers are regarded as workaholics, competitive, loyal, idealistic, materialistic as well as people who seek personal fulfillment. Silents are patriotic, rigid, respect authority, financially conservative and with a solid work ethic. As far as Millennials are concerned, examples of traits attributed to this generation comprise entitled, optimistic, civic minded, close parental involvement, work-life balance, impatient, multitasking and team oriented. (DeVaney, 2015, p. 13) Therefore, in order to fully understand Millennials one need to recognize truly their needs and preferences.

#### **2.4. Millennials in the workplace**

As far as the future is concerned, and focusing particularly in the prospect economic and political progress, Millennials in emerging markets are more optimistic when compared to Millennials from mature countries. Generation Y is growing concerns about the uncertainty arising from recurring conflicts as well as issues related with crime, corruption and unemployment. Nevertheless, Millennials have the potential to change the world and they consider the workplace as a means to an end. (The 2017 Deloitte Millennial Survey, 2017, p. 6).

Millennials first entered the workforce in 2004 and will continue to do so (Hershatte, A. Epstein, M., 2010 p. 211). Generation Y are not “the leaders of tomorrow” anymore, but are increasingly becoming “the leaders of today” as a growing number are now taking role in senior positions (The 2016 Deloitte Millennial Survey p. 2). According to Fry (2015), in the United States, approximately 54% of workers were Millennials, 52.7% belonged to Generation X and 44.6% were Boomers. Furthermore, there is a common belief that, despite some negative connotations associated with this generation as aforementioned, Millennials will become the next Great Generation as they have already beaten economic, geopolitical and environmental crises (Hershatte, A. Epstein, M., 2010 p. 211).

Additionally, it is important to acknowledge that each generation carries diverse beliefs, values,

attitudes, work ethics as well as expectations towards organizations and it is important to understand and manage those attributes across the different generational cohorts (Calk and Patrick, 2017, p. 1). According to Caraher (2015, p. 27), as cited in DeVaney Millennials are revolutionizing recruitment processes: “It’s not a question of whether or not they are right for the job, it’s a question of is the job right for them”. (2015, p. 13) Currently, a large number of Millennials are unhappy with their managers, arguing that they do not listen to them, offer feedback or encourage them. Therefore, organizations need to rethink their human resources practices in order to attract, retain and develop this new generation of leaders (Manpowergroup, n.d.).

Apart from what is believed, Millennials can be disruptive within an organization but they also bring several benefits and opportunities. They are able to more easily take advantage of technical opportunities (Deal et al, 2010, p. 197); they pose less biases when making hiring decisions or performance evaluations; they are more likely to have international experience or come from different cultural backgrounds providing organizations with competitive advantage regarding the global market (Lyons et al, 2014, p. 151); and they work in a more collaborative way (Balda & Mora, 2011, p. 6) as opposed to the traditional hierarchical organization (Curtis, 2010). Working in a collaborative environment provides the organization with sustained innovation and creativity along with knowledge generation and sharing and as Adler et al (2011) stated “today’s competitive advantage is only possible through a collaborative and participative culture within organizations and centered in trust, enabling interdependency, care, organic coordination and relation and social connectivity”.

There is an increasing number of Generation Y members engaging actively with social, environmental and political affairs, especially through social media and behaving in an ethical manner. Hence, businesses and leaders globally are seen as enablers for a positive social impact and the workplace is where Millennials feel more influential and consequently accountable. However, this generation still argues that business should focus on achieving long-term sustainability rather than putting greater focus on financial results. (The 2017 Deloitte Millennial Survey, 2017, p. 7). Millennials wish to work for firms that go beyond making money (Ng, Schweitzer and Lyons, 2010, p. 283). In addition, employers should allow Millennials to provide inputs so as to they feel included within the whole organization or team/division (DeVaney, 2015, p. 14).

Charities and smaller companies are regarded as performing better than larger businesses in addressing issues of concern to Millennials (The 2017 Deloitte Millennial Survey, 2017, p. 9) as they believe that working for smaller companies provides them better with the ability to make a bigger impact (DeVaney, 2015, p. 13). Millennials are more loyal to employers who address social issues, therefore, larger organizations need to raise efforts to communicate and involve

people more effectively as well as recognize businesses as a platform that allows for building each employee's sense of purpose (The 2017 Deloitte Millennial Survey, 2017, p. 15). Where Millennials believe they have the greatest level of influence is on client satisfaction, working culture, way of working, overall company reputation and ethical behavior (The 2017 Deloitte Millennial Survey, 2017, p. 15).

Furthermore, if an organization cannot deliver the conditions Millennials look for, they will leave (Buckley, Viechnicki and Barua, 2015, p.11). In Millennials' point of view, a loyal organization is the one that offers them mentoring, career development opportunities and work/life balance. On the other side, for an organization, loyal Millennial employees means powerful and motivated workers (Hershat, A. Epstein, M., 2010, p. 220). It is important to acknowledge that the impact is greater when Millennials feel involved as only 54% report that they are given the opportunity to contribute to good causes within their workplace. Greater empowerment would result in greater loyalty, a more positive perspective on business behavior and less pessimism about the overall social state. (The 2017 Deloitte Millennial Survey, 2017, p. 12). Additionally, Millennials would feel that their job has meaning and that they can significantly impact issues such as social equality, the environment, the behavior of big business and the overall direction of their countries. (The 2017 Deloitte Millennial Survey, 2017, p. 13). Understanding that their job/position is meaningful and how it is influencing the world around us is fundamental within this generation. For instance, there is evidence of Millennials changing companies several times as did not understand how or why what they were doing mattered (DeVaney, 2015, p. 13).

In contrast with 2016 Deloitte Millennial Survey results, in 2017 Millennials report a greater desire for stability rather than flexibility. This could be related with the uncertainty about the future that seems to worry Generation Y. In 2016, many claimed not to be loyal to their employees and that in the next two to five years they would look for an alternative job position. Nowadays, despite 38% of Millennials still claiming that they would change jobs within two years, this thinking has eased. (The 2017 Deloitte Millennial Survey, 2017, p. 18). Some would prefer taking on a full-time permanent position rather than working on a flexible or short-term basis (The 2017 Deloitte Millennial Survey, 2017, p. 19). Nevertheless, some factors associated with the decrease in loyalty and higher turnover rates are conflicting individual interests with organizational objectives; the fact that generation Y strongly believes that making a positive impact should come over financial profit; and lack of training and professional development opportunities (The 2016 Deloitte Millennial Survey pp. 2, 7).

Apart from the aforementioned, flexible working hours is an essential feature for Millennials who search for work-life balance and personal fulfillment (Buckley, Viechnicki and Barua, 2015, p.11). A flexible working schedule is linked not only to better organizational performance and productivity, personal benefit, health, satisfaction, but also loyalty. As years go by, it has been

registered a growth in the number of people who can engage in mobile working and employers are becoming increasingly more flexible with technology. (The 2017 Deloitte Millennial Survey, 2017, p. 21).

The aforementioned factors appear hand in hand with a research developed by Caraher (2015) cited in DeVaney, in which the researcher distributed Millennials in two different groups: Digital Freedom Crusaders, whom did not want to be at the office at specific times, being more flexible working outside or at home; and the Office Traditionalists, who values office hours and being together (2015, p. 13).

As a result of being raised by overly-protective parents, mentoring and coaching are essential to a Millennial employee (Murray, 2011, p.63). Additionally, having worked in group projects throughout their lives, Millennials support teamwork and put great importance in the social aspect of work. This means that having friendly coworkers as well as bringing the fun aspect into work is essential. (Ng, Schweitzer and Lyons, 2010, p. 283). Furthermore, Generation Y desires open communication and access to senior management and therefore companies should foster close relationships with superiors (DeVaney, 2015, p. 13). This generation will also stay loyal to organizations that promote equitable systems with acknowledgment and encouragement (Hershat, A. Epstein, M., 2010 p.215) and the corporate mission and objectives are highly valued by them (Hershat, A. Epstein, M., 2010 p.217). According to Henderson (2012), Millennials are willing to travel frequently for work, work on international assignments and engage in job mobility (Ng, Schweitzer and Lyons, 2010, p. 283), value making a difference over professional recognition, and rate a positive work environment over pay. Moreover, Millennials will not feel motivated when working in high-volume and not stimulating work. Thus, organizations need to provide them with challenging tasks (Ng, Schweitzer and Lyons, 2010, p. 283). Another motivational aspect for Generation Y is pay (Ng, Schweitzer and Lyons, 2010, p. 282), which could also be related with their need for constant feedback so as to understand whether they are performing well. (Ng, Schweitzer and Lyons, 2010, p. 282). Millennials also exhibit great expectations towards promotions and career advancement opportunities. (Ferri-Reed, 2014, p.21)

Lastly, management by change, innovation, creativity and technology should be nurtured within the workplace (Buik, 2008, p. 1-3). Technology is an integral part of Millennials lives and it come as no surprise that the founders of the biggest social channels Youtube, Facebook, Twitter, Instagram and Tumblr have all been millennials reflecting the power of this generation to continuously influence and create new technology. (DeVaney, 2015, p. 12). It is essential to redesign the workplace to fit the needs of millennials in innovative ways to boost creativity and productivity, for instance by adapting elements of the office, providing gaming zones and coffee spaces, increasing the number of common spaces and including separated private spaces, using

warmer color tones, write-on walls as well as fostering casual group seating for dialog. (Ferri-Reed, 2014, p. 23 – 24).

In short, by better understating and adapting to Millennials' workplace needs, expectations and personalities, organizations can achieve competitive advantage, foster organizational commitment and decrease turnover (Lancaster, 2004, p. 5).

## **2.5. Millennials and Leadership**

As far as taking up higher responsibility or leadership positions is concerned, Millennials are hesitant in doing so. According to an infographic developed by the ManpowerGroup (n. d.) only 22% of Millennials aspire to engage in leadership roles as a career priority. This could be related with technology's influence on Millennials' lives as it provides them with the opportunity to work from home or on the go, simplifying their careers and therefore they might not want to be inflicted with an increasing amount of work (Deal, Altman and Rogelberg, 2010, p.195). Furthermore, one can say that this generation is in need of leadership development. Researchers argue that Millennials despite being highly qualified concerning technical skills, they lack soft skills. Generation Y does not have the skills to lead effectively and need to practice communication, listening, patience and diplomacy. Hence, this issue is of consideration as Millennials are increasingly taking up senior positions (Lykins & Pace, 2013, p. 43 – 44). Faced with this reality, employers should invest in specialized leadership development programs, provide on-the-job training as well as rotational programs in order to support them figuring out what they truly like and are proficient at. (Lykins & Pace, 2013, p. 44).

Furthermore, as a result of people from the same generation sharing akin values and norms, their attitudes and expectations towards leadership and workplace culture are as well influenced by the generation one is part of (Gursoy et al, 2008, p. 448 - 449).

Regarding today's world, one could say that, new political and leadership styles might be emerging. For instance, as a consequence of the recent US presidential election, UK's Brexit and Italy's referendum, one is exposed to leaders that are against globalization, promote local self-interests and provide radical solutions. Yet, Millennials value leaders who use plain, straight-talking language, who express opinions with passion and also seek to embrace anyone who feel "left-out". (The 2017 Deloitte Millennial Survey, 2017, p. 16 - 17).

The 2017 Deloitte Millennial Survey (2017) stated that organizations which apply an inclusive approach in contrast to using an authoritarian/rules-based approach, are more likely to retain employees. Millennials look for leaders who pursue an inclusive decision-making style rather than exhibiting "command and control" authority. As mentioned by a Millennial participating in a focus group "you don't tell people what to do, you empower them" (Ray and Sinar 2017, p. 20).



Additionally, the levels of satisfaction are higher in more liberal/relaxed environments in contrast to rule-based atmospheres. Millennials feel more comfortable working in a collaborative environment rather than in one where accountability and responsibility are straightforwardly linked to salary (Hershat, A. Epstein, M., 2010 p.220). Millennials are predisposed towards questioning, learning and interacting with others as well as have a strong preference towards working in teams. Hence, participative leadership is another aspect that organizations need to keep in mind. (Balda and Mora, 2011, p. 21).

Moreover, Millennials have an expectation for easier access to senior positions in the organizational chain as well as have a preference for flat hierarchies where they have the ability to move freely across different levels and open communication is fostered (Hershat, A. Epstein, M., 2010 p.220). This expectation can be linked to the continuous maintenance of a close relationship with parents, teachers or mentors along Millennials' lives. Whenever a problem arises, they do not hesitate in going directly to the top, resulting in a generation that does not have a clear concept of chain of command (Murray, 2011, p. 60). Therefore, Generation Y anticipates an open-minded, honest relationship with their peers and superiors (Hershat, A. Epstein, M., 2010 p.220) as well as free-flowing and bidirectional communication at all levels regardless of their job positions (Hewlett et al, 2009).

The ideal leader in the eyes of a Millennial employee is someone who is inspiring and able to act as a mentor as well as coach them. Additionally, they desire a leader who holds an intercultural perspective and who leads globally through his/her interpersonal skills (Hewlett et al, 2009). In addition, leaders should be capable of achieving their own results. Millennials will look up to them not only because they are capable of making an impact on the organization, but also because they accomplish their own work (Balda and Mora, 2011, p. 21).

Generation Y has grown up asking for feedback so that they can know whether they are driving into the right path to achieve success or not, which reflects their need for mentorship. One of the biggest challenges is that Millennials continuously seek for clarity and detail while performing a specific task and when required to work without guidelines it turns out to be often difficult, resulting in Millennials who are always expecting very clearly outlined objective instructions and well-defined expectations. (Hershat, A. Epstein, M., 2010 p.216) Therefore, managers should spend more time coaching and giving feedback to members of this generation so that slowly afterwards they can be provided with more autonomy (Hershat, A. Epstein, M., 2010 p.218). Furthermore, Millennials are more keen on learning through experimentation which can become an advantage when concerning change implementation. (Murray, 2011, p.63).

Applying the right tools and methods adequate to Millennials expectations is vital in order to achieve the collaborative, participative and distributed leadership crucial to empower this

generations. Concerning Millennials' strong connection with technology and social networks, making use of technology for communication is important. (Balda and Mora, 2011, p. 18) The increasingly development of technology and the internet, for instance, texting, mobile data and mobile web browsing, has allowed this generation to do whatever they need from wherever they are. It simplifies Millennials' lives by allowing decision making and information proliferation occur through smartphones or other devices. (Murray, 2011, p.63).

The characteristics that a leader is expected to exhibit might have been different in the past, especially if one considers a different generations of employees. For instance, the ideal leader might have been someone with less interpersonal influence or more focused on efficient decisions, giving greater focus towards being profitable and having things completed rather than on understanding peoples' expectations and needs (Ray and Sinar, 2017). Attempting to squeeze Millennials into classical team models or top-down management hierarchies will not work. As aforementioned, Millennials wish for characteristics such as flattened organizational hierarchies, communication across all levels, innovation and creativity. Hence, Generation Y work values should be aligned with leadership attributes as well as organizational design and practices should be re-thought so as to foster multigenerational teams, groups and collaboration. (Hewlett et al, 2009) Additionally, there is a need to rethink current leadership theories. Employers who take advantage and not only understand the values and attitudes of Millennials employees but also overcome any challenges that might emerge, can capitalize on that (Anderson et al, 2017, p. 246).

## **2.6. Research model or theoretical framework**

From the analysis of the literature review some conclusions regarding what workplace and leadership characteristics are most desired by the Millennial generation were drawn. Ng, Schweitzer and Lyons (2010), through the development of a research paper focusing on analyzing the career expectations and priorities of Millennials were able to categorize Millennials' preferences in five different groups: good pay and benefits; prospect of rapid advancement; meaningful work experiences; emphasis on work/life balance; and nurturing work environment (Ng, Schweitzer and Lyons, 2010, p. 282 – 283). Following the same path as the aforementioned researchers and after extensive literature review, it was decided to organize the workplace and leadership characteristics most significant to the Millennial Generation into different categories and including several items of analysis. Regarding the workplace characteristics, four sub-categories were defined whereas the items related with the leadership characteristics were analyzed in a single category. The items included in each category and sub-categories were further examined through the distribution of an online survey and are presented below.

Regarding the category “Workplace characteristics”, based on previously literature review it was possible to conclude that Millennials often seek for a workplace that nurtures them by promoting

career development opportunities, training as well as mentoring and coaching programs in order to support them along their professional growth. As a result, the first sub-category was labeled as **“work atmosphere”** and covered the following items:

- Mentoring / Coaching;
- Open communication / Access to Senior positions;
- Regular and constructive feedback;
- Acknowledgement and encouragement;
- Engagement and ability to express one’s opinion;
- Career development opportunities;
- Positive and relaxed work environment.

Furthermore, Millennials are loyal to an organization that provides them with the opportunity to create a positive impact in the society. According to the literature review, being able to do so through their job goes beyond then simply making money. Therefore, the second category was identified as **“social impact and significant job experience”** and included the following items:

- Social impact;
- Meaningful job;
- Significant corporate mission and objectives;
- Self-esteem.

Moreover, an aspect of vital importance for Millennials is ensuring balance between their private and professional lives. Hence, the next category was labeled **“work/life balance”** and included the subsequent items:

- Work/life balance;
- Flexibility;
- Mobility.

Lastly, Generation Y wishes to work in a space where they feel engaged and where their needs are fulfilled. Therefore, this last sub-category was identified as **“workplace motivators”**.

- Good salary;
- Teamwork;
- Challenging work;
- International experience;
- Job Rotation;
- Technology and social media;
- Innovation and creativity;
- Flattened organizations.

As far as the “Leadership characteristics” are concerned, from analyzing the literature review it was possible to conclude that Millennials do not respond well to a central chain of command exhibiting a strong desire towards flattened organizations which allows them to communicate freely across all levels of the organizational structure. Furthermore, millennials look up to inspiring and encouraging leaders with a strong vision. In the eyes of a Millennial, the leader should be someone who supports them when needed and provides guidance and clearance on how to perform certain tasks. Nevertheless, autonomy and freedom to run their own work should be provided. Millennials want to be led by someone whom they can talk openly and honestly to, as well as, who pursues an inclusive approach and tries to integrate everyone in the decision making. This said, collaboration is to be fostered through team-work. Moreover, Millennials wish to learn through experimentation and hence, the leader should act as a mentor or coach as well as provide regular feedback so that they are able to identify which areas they should further develop. Additionally, Generation Y looks up to leaders who not only embrace technology and social media but also foster innovation and creativity. Hence, the following items were included within the second category so as to assess what leadership characteristics are most desired by the Millennial generation:

- People-oriented / Empathy / Interpersonal skills;
- Inclusive approach;
- Supportive / Participative / Mentoring and coaching;
- Teamwork;
- Influence on the direction of the organization;
- Innovation and technology;
- Autonomy;
- Plain straight talking language;
- Regular and constructive feedback.

### **3. Research Design / Methodology**

The purpose of this study is to identify the most desired workplace and leadership characteristics by the Millennial Generation in Portugal and Switzerland. For this reason, a quantitative approach had been chosen, more specifically, an online survey was used to collect information and answer the proposed research questions. The following chapter thus describes the research design and its methodology.

#### **3.1. Variables and Operationalization**

Regarding the research questions, “What characteristics do Millennials perceive as the ones leaders should have?”; “What are the ideal workplace characteristics for Millennials?”; and “What characteristics should employers communicate?”; the independent variable is “the Millennials”, which corresponds to the generation of people born between 1980 and 2000 (Goldman Sachs Global Investment Research, n. d.) and the dependent variables are “Leadership characteristics” and “Workplace characteristics”. “Leadership characteristics” are those aspects or attributes that someone who is in charge of leading a group of people should hold and exhibit in the eyes of a Millennial. Examples of the aforementioned are flexibility, mentorship and empathy. Furthermore, “Workplace characteristics” is related with what Millennials expect from the organization they work for, such as, positive work environment, ability to promote a positive social impact and technologically driven. As far as the last research question is concerned, “What characteristics should employers communicate”, the independent variable is “employers” which corresponds to the people who hire Millennials while the dependent variable is “characteristics”. The latter includes suggestions of what leadership and workplace characteristics employers should communicate to Generation Y so as to effectively manage them.

#### **3.2. Sampling**

The population selected for the present study included Millennials who are currently living in Portugal and Switzerland and were aged between 17 and 37 years old, both feminine and masculine, at July and August 2017. Additionally, data from people belonging to other generations, such as Boomers and Generation X, was collected. The participants had to fulfill one main criteria which was living either in Portugal or Switzerland. Non-probabilistic quota and convenience sampling was selected as being more valuable since it provides the opportunity to increase the number of respondents in each country. A sample of at least 350 people from each country was expected to be collected between the end of July and beginning of August 2017. However, only 332 participants were reached.

### 3.3. Sources and Collection Methods

Regarding the current research, a descriptive and evaluative research was pursued, by applying quantitative methodology so as to obtain a wider variety of results and reach a larger number of people within the two countries. According to Aliage and Gunerson (2000), quantitative research can be defined as “Explaining phenomena by collecting numerical data that are analyzed using mathematically based methods”. Additionally, the use of quantitative methods has several advantages as one is able to statistically analyze the results and the methodology is more reliable (Muijs, 2010, p. 2 – 3). Furthermore, evaluative research consists in the use of evaluation methods as for instance, performance measurement, quantitative methods or qualitative methods, so as to assess or evaluate an existing reality (Powel, 2006, p. 102). Moreover, descriptive research aims to identify accurately the characteristics of a particular individual, situation or group. (Bhawna et Gobind, 2015, p. 49). Hence evaluative research was applied so as to assess whether the workplace and leadership characteristics obtained from the literature review were of significance to Portuguese and Swiss Millennials and descriptive research was pursue so as to describe those characteristics.

As far as the procedure is concerned, in order to determine what leadership and workplace characteristics Millennials in Portugal and Switzerland expect, an online survey was conducted. The main goal of applying such instrument was, as aforementioned, to reach a wider amount of results, increasing the generality of the study as surveys provide a “quantitative or numeric description of trends, attitudes, or opinions of a population” (Creswell, 2009, p.41). There are several advantages regarding the use of online surveys. According to Ilieva et al (2002, p. 363 – 374) online questionnaires are easier and faster to develop and distribute; they provide the researcher with instant access to a wider population; there is no physical involvement of the researcher in the collection of the results and thus there is no influence over the respondent’s answers; there are less costs involved as, for example, there is no costs with printing involved; as well as it preserves the anonymity of the results. On the other hand, there are also disadvantages as for instance, the fact that the researcher does not have much control over the sample and therefore the data is often not representative; and there is a greater probability of being provided with incomplete responses by the participants (Ilieva et al, 2002, p.362 – 364).

The survey was distributed within two classes at the ZHAW School of Management and Law, the MSc in International Business and the BSc in International Management through using the internal email. Furthermore, it was shared within the two countries through making us of social media channels, such as Facebook, Whatsapp and LinkedIn. Additionally academic Facebook groups including current and former students were pursued. Additionally, five control variables were defined: “Country of residence”; “Year of birth”; “People who have travelled more than 3 times in their life”; “People who have worked or studied abroad for more than 3 months”; and

“Gender”. In order to assess the importance participants would give to a specific characteristic, a five point Likert scale, being one “Not important at all” and five “Absolutely essential”, was applied.

The survey was first developed in English and then translated in Portuguese. It was not translated in German due to the fact that the researcher was not proficient in that language. The tool used to create the online survey was called **eSurveyCreator**, which enabled the researcher to keep track of the respondents and perform a detailed analysis. The survey structure was organized in four different sections (cp. Appendix A-B). The first section contained a list of several phrases in order to evaluate what workplace characteristics were more important to Millennials. Furthermore, those phrases were distributed in four different groups as mentioned in the chapter “Theoretical/Research model”. Each phrase corresponded to the items indicated in the research model as presented below:

<b>Work atmosphere</b>	
Mentoring / Coaching	Having a mentor
Regular and constructive feedback	Working with managers that provide constant and constructive feedback.
Acknowledgement and encouragement	Doing work that is acknowledged and highly valued by others.
Engagement and ability to express one's opinion	Having the ability to express my opinion.
Career development opportunities	Being able to continuously learn and develop new skills.
Career development opportunities	Career development opportunities are provided.
Open communication / Access to senior positions	Being able to communicate openly with my supervisors.
Open communication / Access to senior positions	Social interaction is fostered within the workplace.
Open communication / Access to senior positions	Being able to talk to anyone regardless of their level.
Positive work environment	Working in an environment that is fun and relaxed.

Table 1: Questionnaire items: Work atmosphere  
Source: Author's own illustration

<b>Social impact and significant job experience</b>	
Social impact	Being able to contribute to social causes.
Social impact	Doing work that allows me to help others.
Corporate mission and objectives are important	The corporate mission and objective of the organization matter to me.
Self-esteem	Having a personal sense of achievement.
Meaningful job	Working in something that is interesting and engaging to me over pay.
Meaningful job	Working for a smaller company where I can more easily make an impact rather than working for a well-known company with higher reputation.
Meaningful job	Doing work that influences organizational outcomes.
	Working for a big and well-known company.

Table 2: Questionnaire items: Social impact and significant job experience

Source: Author's own illustration

<b>Work/life balance</b>	
Work/life balance	Being able to balance my work with my private/family life.
Flexibility	Having a flexible working schedule.
Flexibility	Being able to work from wherever I want.
Mobility	Throughout my career, having the opportunity to work for different employers / organizations.
	Staying in the same organization for more than 3 years

Table 3: Questionnaire items: Work/life balance

Source: Author's own illustration



<b>Workplace motivators</b>	
Goog salary	Working in a job that affords me a good salary.
Teamwork	Working in teams
International experience	Having the opportunity to travel
Flattennd organization	Working in an organization without a strong hierarchical structure (flat).
Job rotation	Having the possibility to engage in different work activities (rotation).
Technology	Technology and social media are fostered in the workplace.
Challenging work	Working on challenging tasks.
Innovation and creativity	Innovation and creativity are fostered.
	Working in an organization with a well defined chain of command and authority

Table 4: Questionnaire items: Workplace motivators

Source: Author's own illustration

The second section was similar to the one mentioned before but addressed the leadership characteristics.

<b>Leadership characteristics</b>	
People-oriented / Empathy / Interpersonal skills	Shows appreciation for the efforts of the employees.
People-oriented / Empathy / Interpersonal skills	Is passionate about his / her job, employees and the organization.
People-oriented / Empathy / Interpersonal skills	Engages in regular conversations with me.
Supportive / Participative / Mentoring coaching	Guides me through my tasks (provides guidelines).
Supportive / Participative / Mentoring coaching	Helps me when learning new processes or tasks.
Inclusive approach	Includes me in the decision making.
Inclusive approach	Is open to hearing my inputs.
Innovation and technology	Makes use of a variety of methods / tools (e.g. social media, face-to-face).
Innovation and technology	Fosters innovation and technology within the workplace.
Plain straight talking language	Uses plain straight talking language.
Influence the direction of the organization	Seeks new opportunities for the organization.
Regular and constructive feedback	Gives regular and constructive feedback.
Teamwork	Encourages teamwork.
Autonomy and freedom	Gives me sufficient authority to fulfill my job.

Table 5: Questionnaire items: Leadership characteristics

Source: Author's own illustration

Moreover, the third section comprised a more general section with questions regarding what people would value the most when considering working for a certain organization. First participants had to choose the three most important characteristics from a list of 13 items, and then, following the same logic, they had to rank a list of other 6 items. Lastly, the fourth section included the control variables with questions concerning participant's country of residence, age, general and international experience.

The thirteen items were the following:

- Training and development;
- Good salary;
- Flexible working schedule;
- Working with strong coaches or mentors;

- Fringe benefits (e.g. company car or health care);
- Spare time to engage in community/charity work;
- Career advancement opportunities;
- Challenging and interesting job
- International opportunities / ability to travel
- Teleworking (ability to work from outside the office)
- Corporate values that match my own
- Good reputation for ethical practices;
- Others.

The 6 items that participants had to order are presented below:

- Opportunity for personal development;
- Salary;
- Location ;
- Reputation of the organization;
- Potential to make a difference;
- Working hours.

The amount of time participants would spend filling out the survey was approximately 8 minutes. The aim was to keep it short and simple in order to increase the overall responsiveness of respondents thus, and concerning the extension of the research topic itself, it should not had been longer than 10 minutes. Additionally, almost all questions were mandatory so as to reduce the percentage of unfinished responses. The distribution of the questionnaire started on July 24, 2017 and lasted 16 days until August 8<sup>th</sup>, 2017 (cp. Figure 1). People were requested to fill out the online survey and were further asked to distribute the links within their networks to increase the overall response rate. All participants responded anonymously and as an incentive, a 15€ / 15chf voucher was drawn among the participants who provided their emails.

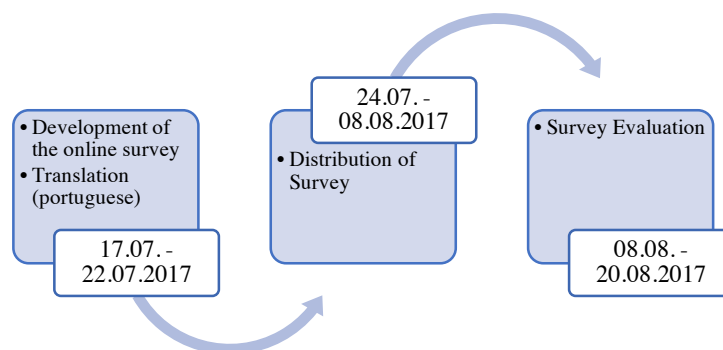


Figure 1: Timeline

Source: Author's own illustration

### **3.4. Data Interpretation / Analytic Approach**

The data has been interpreted using eSurveyCreator, the tool used to develop the online survey, own data analysis features as it produced already some relevant information to analyze the results such as arithmetic average, standard deviation and graphs. Furthermore, Excel and XLStat, a sophisticated software tool was also used. The results regarding the control variables were displayed through bar and pie charts and then analyzed through a narrative description of the information gathered. Furthermore, a descriptive analysis of the data included in the remaining sections was executed through indicators that displayed the average results for each category and items. Additionally, the results were compiled in tables and a cross-cultural comparison as well as multigenerational comparison was included. Then a narrative description of the results and relationships between them was performed.

## 4. Analysis of Results

The following chapter presents the evaluation of the results obtained from the distribution of the online survey.

### 4.1. Quantitative analysis

As mentioned in the methodology chapter, the online survey was divided in four different sections. The first section contained a list of several items, divided in four groups, in order to evaluate what workplace characteristics were most important to Millennials. Furthermore, the second section was similar to the first one but comprised items so as to assess what Leadership Characteristics were most desired by the aforementioned generation. The third section included a more general overview with questions regarding what people would value the most when considering working for a certain organization. Lastly, the fourth section included the control variables: country of residence; gender; year of birth; travelling behavior; and international experience.

To begin with, an overall analysis of the results regarding the control variables from both countries, Portugal and Switzerland, is presented below. Afterwards, those results are shown separately for each country.

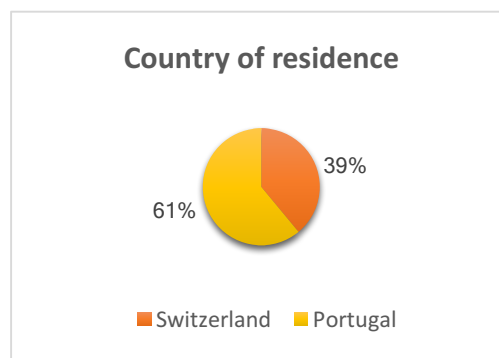


Figure 2: Country of residence of participants  
Source: Author's own illustration

The online survey resulted in a total of 332 participants, 134 (40.4%) from Switzerland and 198 (59.6%) from Portugal. Nevertheless, within the 332 participants, 18 (5.42%) opened the survey but did not answer or kept it unfinished. 12 were from Switzerland and 6 were from Portugal. Therefore, from the distribution of the online survey a total of 314 complete and valid answers were obtained, 122 (38.9%) from Switzerland and 192 (61.1%) from Portugal.

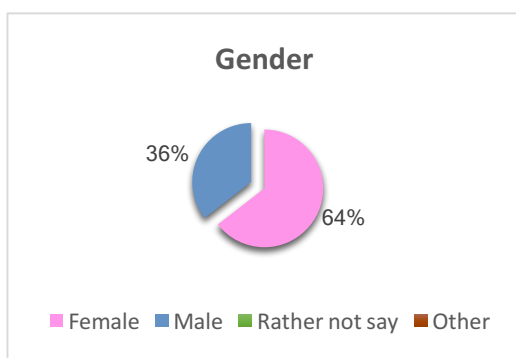


Figure 3: Gender of participants  
Source: Author's own illustration

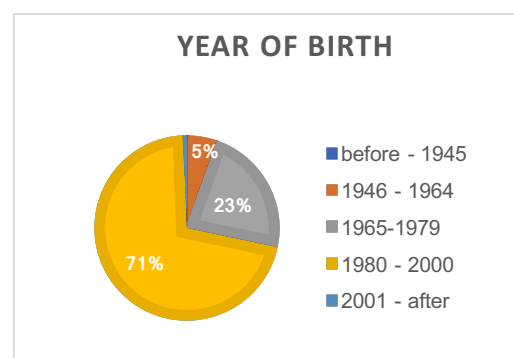


Figure 4: Year of birth of participants  
Source: Author's own illustration

The majority of respondents in both countries was comprised of 202 (64.3%) females, whereas 111 (35.4%) were male and 1 (0.3%) preferred not to indicate. Furthermore, most participants, 223 (71.0%) were Millennials as they belonged to the generation of people born between 1980 and 2000. Moreover, 72 (22.9%) fitted the age bracket 1965 – 1979 which corresponds to Generation X and 16 (5.1%) were Boomers born between 1946 and 1964. Only 2 (0.6%) results from Generation Z, born in 2001 or after, and 1 (0.3%) result from the Silent Generation, born in 1945 or before, were obtained. Therefore, the latter were not considered as relevant for study due to the significantly small sample size.



Figure 6: Travelling behaviour of participants  
Source: Author's own illustration

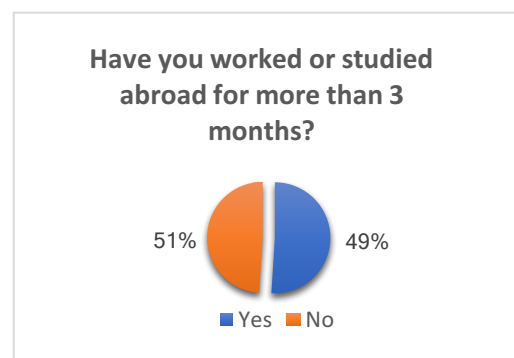


Figure 5: International experience of participants  
Source: Author's own illustration

Additionally, the majority of participants, 290 (92.4%), had travelled abroad more than 3 times, whereas, 24 (7.6%) did not. Regarding having studied or worked abroad for more than 3 months, the results were quite balanced as 161 (51.4%) assumed not to have worked or travelled abroad and 156 (49.8%) did.

Out of the 314 respondents, 132 (42%) wished to participate in the **voucher draw** and provided their email. Concerning the procedure in order to choose the voucher draw winner, excel random

function was used. The list of 132 emails was ran randomly and the first email from the random list was elected. Furthermore, the winner was contacted and a voucher of 15€ was sent.

#### 4.2. Country specific results: Switzerland and Portugal

The subsequent sub-chapter comprises an overview of country-specific results obtained from the delivery of the online survey, in Switzerland and Portugal, with a focus on the last section of the questionnaire, the control variables. An overall evaluation of the results is first shown in the table below and then, a more detailed analysis of it regarding each country is included in the following sub-chapters



		
<b>Country of residence</b>		
Switzerland	122	-
Portugal	-	192
<b>Year of birth</b>		
before - 1945 (Silents)	0	1
1946 - 1964 (Boomers)	6	10
1965 - 1979 (GenX)	24	48
1980 - 2000 (Millennials)	92	131
2001 - after (GenZ)	0	2
<b>Have you travelled abroad more than 3 times?</b>		
Yes	166	174
No	7	19
<b>Have you worked or studied abroad for more than 3 months?</b>		
Yes	99	57
No	25	136
<b>Gender</b>		
Feminine	81	121
Masculine	41	70
Rather not say	0	1
Other	0	0

Table 6: Overview of country specific results  
Source: Author's own illustration

#### 4.2.1. Country specific results: Switzerland

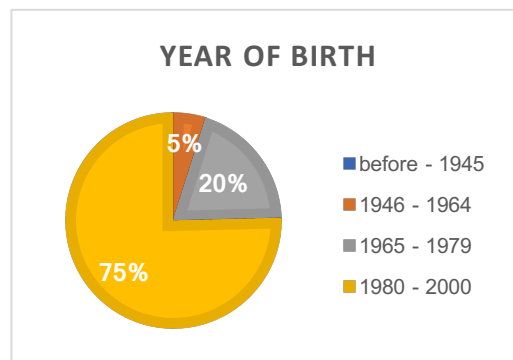


Figure 7: Year of birth of Swiss participants  
Source: Author's own illustration

Regarding the year of birth and the generation one belongs to, in Switzerland, 6 (4.9%) respondents were Boomers as they were born between 1946 and 1979. Moreover, 24 (19.7%) indicated that they were born between 1965 and 1979, and thus were members of Generation X. The majority, 92 (75.4%) participants belonged to the Millennial generation, which means that they were born between 1980 and 2000. Lastly, there were no results regarding Silents or Generation Z, born in 1945 or before, and in 2001 or after, respectively.



Figure 9: International experience of Swiss participants  
Source: Author's own illustration

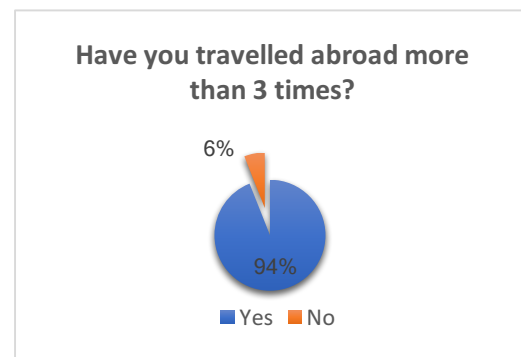


Figure 8: Travelling behaviour of Swiss participants  
Source: Author's own illustration

As far as the question “Have you travelled abroad more than 3 times” is considered, 116 (95.1%) answered positively whereas only 7 (5.7%) indicated a negative response. Moreover, most participants, 99 (81.1%) indicated that they worked or studied abroad for more than 3 months while 25 (20.5%) did not.



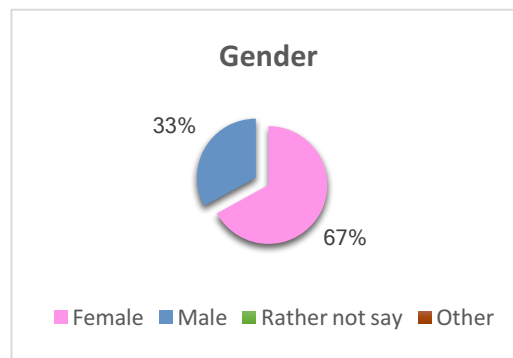


Figure 10: Gender of Swiss participants  
Source: Author's own illustration

The majority of participants were comprised of 81 (66.4%) females whereas 41 (33.6%) were male.

#### 4.2.2. Country specific results: Portugal

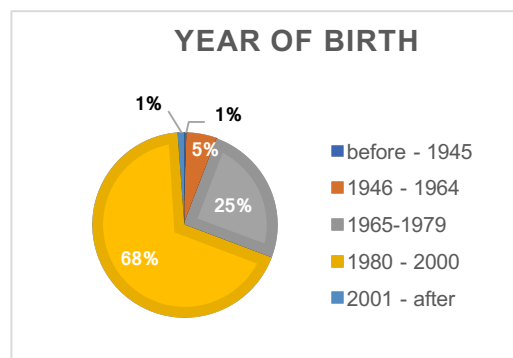


Figure 11: Year of birth of Portuguese participants  
Source: Author's own illustration

As far as the year of birth of participants in Portugal is considered, the majority was comprised of 131 (68.2%) Millennials, thus born between 1980 and 2000. Furthermore, 10 (5.2%) participants were born between 1946 and 1979 which correspond to the Boomer generation, whereas, 48 (25.0%) filled out the age bracket 1965 – 1979, which indicates that they belonged to Generation X. Lastly, 1 (0,5%) participant was included in the Silent generation, born in 1945 or before, and 2 (1%) participants were from Generation Z, born in 2001 or after. Due to the

extremely small sample size, the latter three participants were not considered for further study.

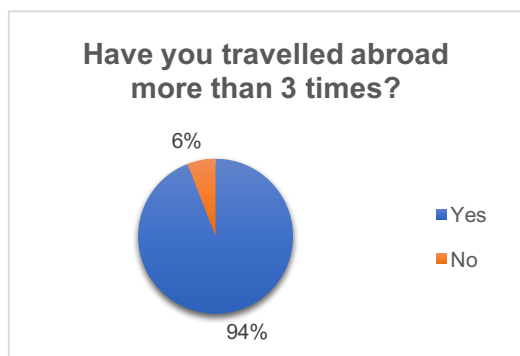


Figure 13: Travelling behaviour of Portuguese Participants

Source: Author's own illustration



Figure 12: International experience of Portuguese participants

Source: Author's own illustration

Regarding the question “Have you travelled abroad more than 3 times”, likewise Switzerland, the majority of participants, 174 (90.6%), indicated a positive answer while 19 (9.9%) did not. Furthermore, most respondents, 136 (71.2%), and contrary to Swiss results, did not work or study abroad for more than 3 months. Only 57 (29.8%) indicated that they did so.

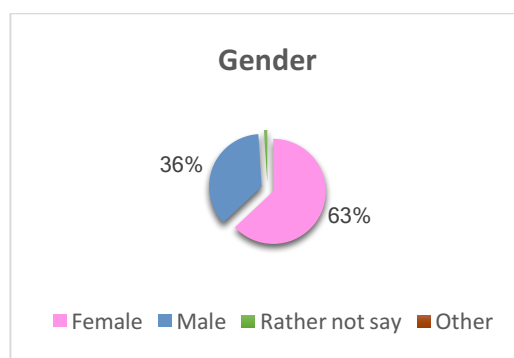


Figure 14: Gender of Portuguese participants

Source: Author's own illustration

Likewise in Switzerland, the majority of participants, 121 (63%), were female while 70 (36.5%) were male. Additionally, 1 person (0.5%) did not indicate a specific gender.

#### 4.3. Millennials' results analysis and multigenerational comparison

In the following sub-chapter the results obtained by Millennials' responses from Switzerland and Portugal are presented and analyzed along the different sections of the survey. Additionally, for each section a multigenerational comparison between Millennials, Generation X and Boomers is included. It is important to point out that the results obtained from the Boomer Generation were significantly reduced, as only 16 participants were members of that generation. Furthermore, the survey questions were reorganized in the analysis for easier interpretation.

As mentioned in the methodology chapter, a list of workplace and leadership was assessed through using a five point Likert scale. Considering the aforementioned, a color scheme was used in order to make the results easier to visualize:

[0 – 1,4] → Not at all important	Grey
[1,5 – 2,4] → Somewhat important	Red
[2,5 – 3,4] → Important	Yellow
[3,5 – 4,4] → Very important	Blue
[4,5 – 5] → Absolutely essential	Green

Table 7: Likert scale colour scheme  
Source: Author's own illustration

Along all sections and for all items listed, an average of the results obtained was displayed. Furthermore, for each average a color was linked to it according to the five point Likert scale previously designed. For instance, if the average response of a certain item was 4, the color blue is assumed for it.

#### 4.3.1. Section 1: Workplace characteristics

Concerning the first section, **“Workplace characteristics”**, it was divided in four different groups: “work atmosphere”; “social impact and significant job experience”; “work/life balance”; and “workplace motivators”

### 4.3.1.1. Work atmosphere

		(92 participants)	(131 participants)
	<b>Work atmosphere</b>	<b>Switzerland</b>	<b>Portugal</b>
<b>Mentoring / Coaching</b>	Having a mentor	3,39	3,95
<b>Regular and constructive feedback</b>	Working with managers that provide constant and constructive feedback.	3,92	4,24
<b>Acknowledgement and encouragement</b>	Doing work that is acknowledged and highly valued by others.	3,88	3,86
<b>Engagement and ability to express one's opinion</b>	Having the ability to express my opinion.	4,18	4,23
<b>Positive work environment</b>	Working in an environment that is fun and relaxed.	3,72	4,34
<b>Career development opportunities</b>	Being able to continuously learn and develop new skills.	4,21	4,19
<b>Career development opportunities</b>	Career development opportunities are provided.	4,27	4,47
<b>Open communication / Access to senior positions</b>	Being able to communicate openly with my supervisors.	4,27	4,23
<b>Open communication / Access to senior positions</b>	Social interaction is fostered within the workplace.	3,68	4,07
<b>Open communication / Access to senior positions</b>	Being able to talk to anyone regardless of their level.	3,89	4,26
	<b>Average total</b>	<b>3,941</b>	<b>4,184</b>

Table 8: Work atmosphere (Millennials)  
Source: Author's own illustration

Regarding the first sub-category, “work atmosphere”, the results among Millennial’s from both countries were quite similar. The majority of the answers were rated, on average, as “very important” except for the first item, “Having a mentor”, which the Swiss considered to be only “important”. Nevertheless, when analyzing it closely it is possible to conclude that for almost all items the Portuguese ranked each of them higher when compared to Swiss responses, with the exception of some elements that were rated with almost equal scores. For instance, “Having the ability to express my opinion” and “Being able to continuously learn and develop new skills” received a similar punctuation in both countries,  $\bar{x} = 4.18$  in Switzerland and  $\bar{x} = 4.23$  in Portugal, as well as,  $\bar{x} = 4.21$  in Switzerland and  $\bar{x} = 4.19$  in Portugal, respectively. Moreover, one is able to point out that in Portugal “Being able to talk to anyone regardless of their level” is almost essential, being evaluated with an average of 4.26 while in Switzerland this item was rated  $\bar{x} = 3.89$ . Also, “Working in an environment that is fun and relaxed” seems to be significantly more important to Portuguese Millennials who ranked this item with an average of 4.34 whereas Swiss Millennials evaluated it  $\bar{x} = 3.72$ . Additionally, Portuguese Millennials evaluated “Social interaction is fostered within the workplace” with an average of 4.26 while in Switzerland this item was ranked with  $\bar{x} = 3.68$ . Furthermore, “Working with managers that provide constant and constructive feedback” was rated  $\bar{x} = 3.92$  in Switzerland and  $\bar{x} = 4.24$  in Portugal.

Considering the present group, the least rated item in Switzerland, despite the rather high score, was “Having a mentor” ( $\bar{x} = 3.39$ ) and in Portugal it was “Doing work that is acknowledged and highly valued by others” ( $\bar{x} = 3.86$ ). Moreover, “Career development opportunities are provided”

was rated with  $\bar{x} = 4.27$  in Switzerland and  $\bar{x} = 4.47$  in Portugal, being the highest valued item in both countries. Additionally, Swiss Millennials also evaluated “Being able to communicate openly with my supervisors” with an average of 4.27.

Overall, the group “work atmosphere” was appraised as being “very important” to both countries. On average, it was rated  $\bar{x} = 3.941$  in Switzerland and  $\bar{x} = 4.183$  in Portugal. Additionally, regarding the items from the research framework, “Career development opportunities” and “Open communication / Access to senior positions” the average results are presented below.

Work atmosphere	Switzerland	Portugal
Career development opportunities	4,24	4,33
Open communication / Access to senior positions	3,95	4,19

Table 9: Average results for the items "Career development opportunities" and "Open communication"  
Source: Author's own illustration

Millennials in Switzerland and in Portugal considered the item “Career development opportunities” as “very important” evaluating it with an average of 4.24 and 4.33, respectively. As far as the item “Open communication / Access to senior positions” is concerned, it was rated  $\bar{x} = 3.95$  in Switzerland and  $\bar{x} = 4.19$  in Portugal.

### Multigenerational Comparison

		Millennials		Generation X		Boomers	
		(92 participants)	(131 participants)	(24 participants)	(48 participants)	(6 participants)	(10 participants)
		Switzerland	Portugal	Switzerland	Portugal	Switzerland	Portugal
Mentoring / Coaching	Having a mentor	3,39	3,95	3,00	3,73	3,50	4,10
Regular and constructive feedback	Working with managers that provide constant and constructive feedback.	3,92	4,24	4,08	4,15	4,33	4,50
Acknowledgement and encouragement	Doing work that is acknowledged and highly valued by others.	3,88	3,86	4,25	3,98	4,50	4,10
Engagement and ability to express one's opinion	Having the ability to express my opinion.	4,18	4,23	4,42	4,17	4,33	4,30
Career development opportunities	Being able to continuously learn and develop new skills.	4,21	4,19	4,29	4,08	4,50	4,30
Career development opportunities	Career development opportunities are provided.	4,27	4,47	4,33	4,21	3,83	4,00
Open communication / Access to senior positions	Being able to communicate openly with my supervisors.	4,27	4,23	4,46	4,19	4,67	4,60
Open communication / Access to senior positions	Social interaction is fostered within the workplace.	3,68	4,07	3,63	3,92	3,50	4,40
Open communication / Access to senior positions	Being able to talk to anyone regardless of their level.	3,89	4,26	4,00	4,13	4,83	4,40
Positive work environment	Working in an environment that is fun and relaxed.	3,72	4,34	3,83	4,27	4,00	4,10
	Average total	3,941	4,184	4,029	4,083	4,199	4,28

Table 10: Work atmosphere (Multigenerational comparison)  
Source: Author's own illustration

As far as the different generations are concerned, one can say that the results obtained from both Millennials and Generation X were quite similar, while the results gathered from Boomers were somewhat different. Overall, considering all the generations in study, the group “work atmosphere” was evaluated as “important”.

Regarding Boomers, the results obtained were higher when compared to the ones attained in the remaining generations. In fact, several items were evaluated as “absolutely essential” whereas Millennials and Generation X rated almost all items as “very important” and one item as “important”.

Considering the overall group average, Portuguese Boomers nearly evaluated the present group as being “Absolutely essential”. Furthermore, the highest rated item by Swiss Boomers was “Being able to talk to anyone regardless of their level” ( $\bar{x} = 4.83$ ) whereas for Portuguese Boomers the highest valued item was “Being able to communicate openly with my supervisors” ( $\bar{x} = 4.60$ ). On the other hand, the least rated items in Switzerland were “Having a Mentor” and “Social interaction is fostered within the workplace” ( $\bar{x} = 3.50$ ) while in Portugal, and despite the high value, it was “Career development opportunities are provided” ( $\bar{x} = 4.00$ ).

As aforementioned, the results obtained by both Millennials and Generation Xers were very similar. The same item, “Having a mentor” was the only item evaluated as “important” by Millennials and Generation Xers in Switzerland while the remaining were all regarded as “very important”. Likewise Swiss Boomers, the latter item was also the least rated item by Swiss ( $\bar{x} = 3.00$ ) and Portuguese ( $\bar{x} = 3.73$ ) members of Generation X. Furthermore, once again alike Boomers, “Being able to communicate openly with my supervisors” was rated with an average of 4.46, being the highest valued item by Swiss Generation Xers. In Portugal, the highest rated item within Generation X was “Working in an environment that is fun and relaxed” ( $\bar{x} = 4.47$ ).

Concerning Swiss Millennials and comparatively to the previous generations, the least rated item in Switzerland was “Having a mentor” ( $\bar{x} = 3.39$ ) while the highest valued items were likewise Boomers and Generation X, “Being able to communicate openly with my supervisors” ( $\bar{x} = 4.27$ ). Additionally, “Career development opportunities are provided” was also rated with  $\bar{x} = 4.27$ . Furthermore, the least rated item by Portuguese Millennials was “Doing work that is acknowledged and highly valued by others” ( $\bar{x} = 3.86$ ) and the highest valued item was “Career development opportunities are provided” ( $\bar{x} = 4.21$ ).

#### 4.3.1.2. Social impact and significant job experience

	<b>Social impact and significant job experience</b>	<b>Switzerland</b>	<b>Portugal</b>
<b>Social impact</b>	Being able to contribute to social causes.	2,92	3,27
<b>Social impact</b>	Doing work that allows me to help others.	3,33	3,54
<b>Corporate mission and objectives are important</b>	The corporate mission and objective of the organization matter to me.	3,32	3,80
<b>Self-esteem</b>	Having a personal sense of achievement.	4,13	4,42
<b>Meaningful job</b>	Working in something that is interesting and engaging to me over pay.	3,96	3,44
<b>Meaningful job</b>	Working for a smaller company where I can more easily make an impact rather than working for a well-known company with higher reputation.	2,51	3,04
<b>Meaningful job</b>	Doing work that influences organizational outcomes.	3,02	3,76
	Working for a big and well-known company.	2,07	2,40
	Average total	3,158	3,459

Table 11: Social impact and significant job experience (Millennials)

Source: Author's own illustration

Taking a look at the second group, “social impact and significant job experience”, the results were slightly different when considering the two countries. Overall, the majority of the answers were rated as “important” and one item, “Working for a big and well-known company” is considered to be only “somewhat important” by Millennials in both countries. Furthermore, one is able to point out that the item “The corporate mission and objectives of the organization matter to me” is more important to Portuguese Millennials ( $\bar{x} = 3.80$ ) while “Working in something that is interesting and engaging to me over pay” ( $\bar{x} = 3.96$ ) is of greater importance in Switzerland. Additionally, Millennials in Portugal are more worried with being able to contribute to social causes ( $\bar{x} = 3.27$ ), performing a job that influences the organizational outcomes ( $\bar{x} = 3.76$ ) as well as are slightly more concerned with helping others through their job ( $\bar{x} = 3.54$ ) than Millennials in Switzerland ( $\bar{x} = 2.92$ ,  $\bar{x} = 3.02$  and  $\bar{x} = 3.33$ , respectively). “Working for a smaller company where I can more easily make an impact rather than working for a well-known company with higher reputation” seems to be not that significant for Millennials in both countries as this item was rated with an average of 2.51 in Switzerland and 3.04 in Portugal.

The least rated item by Portuguese and Swiss Millennials was “Working for a big and well-known company”, while “Having a sense of personal achievement” was considered the most important item, both in Portugal ( $\bar{x} = 4.42$ ) and in Switzerland ( $\bar{x} = 4.13$ ).

The present group, “Social Impact” was overall evaluated as “important” by Swiss ( $\bar{x} = 3.158$ ) and Portuguese Millennials ( $\bar{x} = 3.459$ ). Furthermore, the average results for the items “social impact” and “meaningful job” are found below:

<b>Social impact and significant job experience</b>	<b>Switzerland</b>	<b>Portugal</b>
<b>Social impact</b>	3,13	3,41
<b>Meaningful job</b>	3,16	3,41

Table 12: Average results for the items "Social impact" and "Meaningful job"  
Source: Author's own illustration

Millennials in Switzerland and Portugal considered both items as “important”. Swiss Millennials evaluated the item “Social impact” with an average of 3.13 whereas “Meaningful job” was evaluated on average with 3.16. Regarding Portuguese Millennials, both items were evaluated with an average of 3.41.

## Multigenerational comparison

		Millennials		Generation X		Boomers	
		Switzerland	Portugal	Switzerland	Portugal	Switzerland	Portugal
	<b>Social impact and significant job experience</b>						
Social impact	Being able to contribute to social causes.	2.92	3.27	3.21	3.52	3.33	3.50
Social impact	Doing work that allows me to help others.	3.33	3.54	3.67	3.90	4.17	3.50
Corporate mission and objectives are important	The corporate mission and objective of the organization matter to me.	3.32	3.80	3.63	3.96	4.17	4.10
Self-esteem	Having a personal sense of achievement.	4.13	4.42	4.21	4.31	4.67	4.40
Meaningful job	Working in something that is interesting and engaging to me over pay.	3.96	3.44	3.88	3.29	4.33	3.60
Meaningful job	Working for a smaller company where I can more easily make an impact rather than working for a well-known company with higher reputation.	2.51	3.04	2.88	2.96	3.00	3.10
Meaningful job	Doing work that influences organizational outcomes.	3.02	3.76	3.42	3.88	3.83	4.28
	Working for a big and well-known company.	2.07	2.40	2.08	2.42	2.00	2.50
	Average total	3.158	3.459	3.373	3.530	3.688	3.613

Table 13: Social impact and significant job experience (Multigenerational comparison)

As in the previous group, the results obtained across the different generations do not differ much. Overall, results gathered within the Boomer Generation were slightly higher than within the Millennial Generation and Generation X. Furthermore, Swiss ( $\bar{x} = 3.158$ ) and Portuguese ( $\bar{x} = 3.459$ ) Millennials evaluated the group as “important” while Boomers from both countries appraised it as being “very important”. Regarding Generation X, in Switzerland the group was considered “important” ( $\bar{x} = 3.373$ ) and in Portugal as “very important” ( $\bar{x} = 3.530$ ).

Regarding the present group, it is important to point out that the results related with the items “Being able to contribute to social causes” and “Doing work that allows me to help others” received, on average, higher scores within Generation X in Switzerland ( $\bar{x} = 3.21$  and  $\bar{x} = 3.67$ ) and Portugal ( $\bar{x} = 3.52$  and  $\bar{x} = 3.96$ , respectively) than in the remaining generations. On the other hand, “Working in something that is interesting and engaging to me over pay” seems to be more important among Millennials ( $\bar{x} = 3.96$  in Switzerland and  $\bar{x} = 3.44$  in Portugal) and Boomers ( $\bar{x} = 4.33$  in Switzerland and  $\bar{x} = 3.60$  in Portugal) when compared to Generation X ( $\bar{x} = 3.88$  in Switzerland and  $\bar{x} = 3.20$  in Portugal). Furthermore, the items “Doing work that allows me to help others”, “The corporate mission and objective of the organization matter to me” as well as “Doing work that influences organizational outcomes” were considered as significantly more important to Swiss Boomers ( $\bar{x} = 4.17$ ,  $\bar{x} = 4.17$  and  $\bar{x} = 3.83$ , respectively) than Swiss Millennials ( $\bar{x} = 3.33$ ,  $\bar{x} = 3.32$  and  $\bar{x} = 3.02$ , respectively) or Generation Xers ( $\bar{x} = 3.67$ ,  $\bar{x} = 3.63$  and  $\bar{x} = 3.42$ , respectively).

One can conclude that across the three generations and within both Switzerland and Portugal, the highest rated item was always “Having a personal sense of achievement”, displaying results greater than 4. On the other hand, “Working for a big and well-known company” was considered the least valued item by Millennials, Generation Xers as well as Boomers from both countries. The latter was evaluated as “somewhat important” within all generations with the exception of Portuguese Boomers who rated it as being “important” ( $\bar{x} = 2.50$ ).



### 4.3.1.3. Work/life balance

	Work/life balance	Switzerland	Portugal
Work/life balance	Being able to balance my work with my private/family life.	4,22	4,56
Flexibility	Having a flexible working schedule.	3,38	3,69
Flexibility	Being able to work from wherever I want.	2,63	3,01
Mobility	Throughout my career, having the opportunity to work for different employers / organizations.	3,26	3,32
	Staying in the same organization for more than 3 years	2,58	2,71
	Average total	3,214	3,458

Table 14: Work/life balance (Millennials)  
Source: Author's own illustration

As far as the third group, “work/life balance”, is concerned, the majority of the results were evaluated as “important” and were quite similar among both countries. The items “Being able to balance my work with my private/family life” and “Having a flexible working schedule” were considered to be slightly more important to Portuguese Millennials, evaluated with an average of 4.56 and 3.69, than Swiss members of this generation, scoring on average 4.22 and 3.38, respectively.

Furthermore, the item “Throughout my career, having the opportunity to work for different employers / organizations” was evaluated similarly in both countries, with an average of 3.26 in Switzerland and 3.32 in Portugal. “Being able to work from wherever I want” was considered important for both Swiss ( $\bar{x} = 2.63$ ) and Portuguese ( $\bar{x} = 3.01$ ) Millennials.

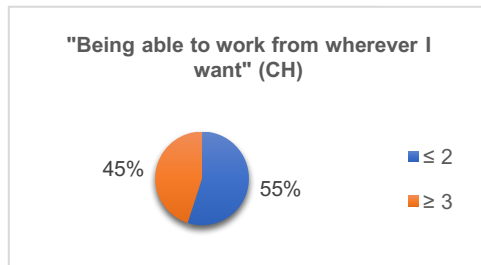


Figure 16: "Being able to work from wherever I want" (Swiss Millennials)  
Source: Author's own illustration

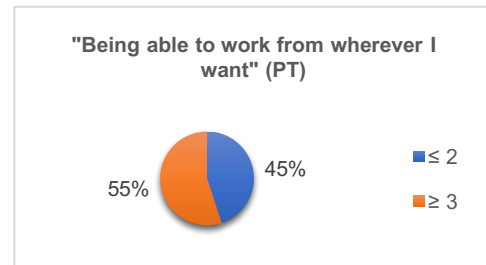


Figure 15: "Being able to work from wherever I want" (PT Millennials)  
Source: Author's own illustration

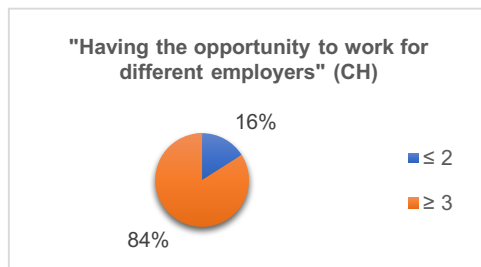


Figure 18: "Having the opportunity to work for different employers / organizations" (Swiss Millennials)  
Source: Author's own illustration

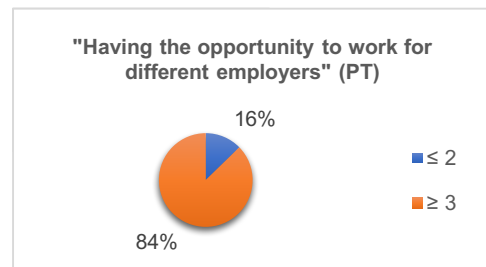


Figure 17: "Having the opportunity to work for different employers / organizations" (PT Millennials)  
Source: Author's own illustration

Additionally, in Switzerland 54.34% of Millennials evaluated the item “Being able to work from wherever I want” with 1.0 or 2.0 ( $\leq 2$ ) whereas 45.66% rated it with 3.0 or superior ( $\geq 3$ ). 44.56% of Swiss Millennials evaluated the latter with 2.0 or below while 55.44% rated it higher than 3.0 or higher. Concerning the item “Throughout my career, having the opportunity to work for different employers / organizations”, 16% of Swiss and Portuguese Millennials evaluated the item with 2.0 or lower and 84% rated it with 3.0 or more.

In both countries, the least valued item was “Staying in the same organization for more than 3 years”, being appraised with 2.58 in Switzerland and 2.71 in Portugal, while the highest rated item was “Being able to balance my work with my private/family life”, evaluated with 4.22 and 4.56, respectively.

Considering the current group, one is able to conclude that it was evaluated with an average total of 3.214 in Switzerland and of 3.458 in Portugal which means that in both countries, “Work/Life balance” was concerned as being “important”. Additionally, considering the item “Flexibility” it was evaluated with an average of 3.01 by Swiss Millennials and with an average of 3.35 by Portuguese Millennials being overall rated “important” as presented in the following table.

<b>Work/life balance</b>	<b>Switzerland</b>	<b>Portugal</b>
<b>Flexibility</b>	<b>3,01</b>	<b>3,35</b>

Table 15: Average results for the items "Flexibility"  
Source: Author's own illustration

### Multigenerational comparison

		Millennials		Generation X		Boomers	
		Switzerland	Portugal	Switzerland	Portugal	Switzerland	Portugal
<b>Work/life balance</b>	Being able to balance my work with my private/family life.	4,22	4,56	4,38	4,31	4,50	4,60
<b>Flexibility</b>	Having a flexible working schedule.	3,38	3,69	3,96	3,54	3,50	3,60
<b>Flexibility</b>	Being able to work from wherever I want.	2,63	3,01	3,25	3,10	2,67	3,10
<b>Mobility</b>	Throughout my career, having the opportunity to work for different employers / organizations.	3,26	3,32	3,42	3,17	3,33	3,90
	Staying in the same organization for more than 3 years	2,58	2,71	2,67	3,35	3,33	3,50
	Average total	3,214	3,458	3,509	3,500	3,503	3,719

Table 16: Work/life balance (Multigenerational comparison)  
Source: Author's own illustration

Considering the third group, “work/Life balance”, the results among the three generations in analysis are somewhat similar. Overall, the whole group was on average evaluated as being “important” to Millennials in Switzerland ( $\bar{x} = 3.214$ ) and in Portugal ( $\bar{x} = 3.458$ ) whereas it was considered as “very important” to members of Generation X and Boomers in both countries. It is relevant to point out that, while the item “Being able to work from wherever I want” was ranked with an average of 2.63 by Swiss Millennials and 2.68 by Swiss Boomers, it seemed significantly more important to Swiss Generation Xers ( $\bar{x} = 3.25$ ). Furthermore, whereas “Staying in the same organization for more than 3 years” was valued with an average of 2.58 by Millennials and 2.67

by members of Generation X in Switzerland, Swiss Boomers evaluated the latter with a score of  $\bar{x} = 3.33$ . Additionally, and regarding the aforementioned item, it was also considered considerably more relevant to Portuguese Boomers ( $\bar{x} = 3.50$ ) and Generation Xers ( $\bar{x} = 3.35$ ) than to Portuguese Millennials ( $\bar{x} = 2.71$ ).

As in the previous group, the highest rated item, “Being able to balance my work with my private/family life” was the same within the three generations and in both countries. Furthermore, regarding Millennials, the least valued item both in Switzerland ( $\bar{x} = 2.58$ ) and in Portugal ( $\bar{x} = 2.71$ ) was “Staying in the same organization for more than 3 years”. Additionally, the latter was also considered the least important item to Swiss members of generation X ( $\bar{x} = 2.67$ ) while to Portuguese Generation Xers “Being able to work from wherever I want” was the least significant item from the group ( $\bar{x} = 3.10$ ). Also, Boomers in Switzerland and Portugal considered the latter as the least important aspect evaluating it with an average of 2.67 and 3.10, correspondingly.

#### 4.3.1.4. Workplace motivators

	Workplace motivators	Switzerland	Portugal
Good salary	Working in a job that affords me a good salary.	3,71	3,93
Teamwork	Working in teams	3,37	3,96
International experience	Having the opportunity to travel	2,85	2,70
Flattened organization	Working in an organization without a strong hierarchical structure (flat).	2,59	3,55
Job rotation	Having the possibility to engage in different work activities (rotation).	2,78	2,97
Technology	Technology and social media are fostered in the workplace.	2,68	3,37
Challenging work	Working on challenging tasks.	3,54	3,81
Innovation and creativity	Innovation and creativity are fostered.	3,70	3,90
	Working in an organization with a well defined chain of command and authority	2,32	2,50
	Average total	3,060	3,410

Table 17: Workplace motivators (Millennials)

Source: Author's own illustration

The fourth and last group from the first section, “workplace motivators”, exhibits rather different results between Switzerland and Portugal.

Overall, the items were rated as “Somewhat important” and “Important” and there seems to be a balance between the two countries. Regarding the first item, “Working in a job that affords me a good salary” one can conclude that salary is very important to Millennials both in Switzerland and in Portugal. Furthermore, “Working in teams” is considered as “very important” in Portugal ( $\bar{x} = 3.96$ ) and as “important” in Switzerland ( $\bar{x} = 3.37$ ). The items “Having the opportunity to travel” and “Having the possibility to engage in different work activities (rotation)” were considered to be “important” presenting quite similar results when comparing the two countries. Additionally, “Working on challenging tasks” and “Innovation and creativity are fostered” were evaluated as being “very important” and with similar average scores when considering the two countries in analysis. Moreover, “Technology and social media are fostered in the workplace” and “Working in an organization without a strong hierarchical structure (flat)” are more important to Portuguese Millennials ( $\bar{x} = 3.37$  and  $\bar{x} = 3.55$ ) than to Swiss Millennials ( $\bar{x} = 2.68$  and  $\bar{x} = 2.59$ , respectively).

Despite being rated with a low score in both countries, “Working in an organization with a well-defined chain of command and authority” is more important in Portugal ( $\bar{x} = 2.50$ ) than in Switzerland ( $\bar{x} = 2.32$ ). The latter was the item with the lowest rating in both countries. The most important item to Portuguese Millennials was “Working in teams” ( $\bar{x} = 3.96$ ) whereas in Switzerland it was “Working in a job that affords me a good salary” ( $\bar{x} = 3.71$ ).

Overall the group was rated as “important” by Millennials in Switzerland ( $\bar{x} = 3.060$ ) and in Portugal ( $\bar{x} = 3.410$ ).

## Multigenerational comparison

	Workplace motivators	Millennials		Generation X		Boomers	
		Switzerland	Portugal	Switzerland	Portugal	Switzerland	Portugal
Good salary	Working in a job that affords me a good salary.	3.71	3.93	3.83	3.77	4.00	3.60
Teamwork	Working in teams	3.37	3.96	3.29	4.10	4.00	4.50
International experience	Having the opportunity to travel	2.85	2.70	2.83	2.73	2.50	2.50
Flattened organization	Working in an organization without a strong hierarchical structure (flat).	2.59	3.55	2.96	3.38	3.00	4.00
Job rotation	Having the possibility to engage in different work activities (rotation).	2.78	2.97	2.88	2.83	3.50	3.10
Technology	Technology and social media are fostered in the workplace.	2.68	3.37	3.04	3.33	3.17	3.20
Challenging work	Working on challenging tasks.	3.54	3.81	3.79	3.77	4.17	3.80
Innovation and creativity	Innovation and creativity are fostered.	3.70	3.90	3.79	3.73	4.17	4.00
	Working in an organization with a well defined chain of command and authority	2.32	2.50	2.67	2.56	2.50	2.20
	Average total	3.060	3.410	3.231	3.356	3.446	3.433

Table 18: Workplace motivators (Multigenerational comparison)

Source: Author's own illustration

Overall, the results obtained were slightly similar. All generations and in both countries, evaluated the group “workplace motivators” as being “important”. Regarding the item “Technology and social media are fostered in the workplace”, it was considered as more significant to Swiss Generation Xers and Boomers ( $\bar{x} = 3.04$  and  $\bar{x} = 3.17$ , respectively) than to Swiss Millennials ( $\bar{x} = 2.68$ ). Furthermore, “Working in an organization with a well-defined chain of command and authority” was evaluated as being “important” to Swiss Generation Xers and Boomers ( $\bar{x} = 2.67$  and  $2.50$ ) as well as to Portuguese Millennials and Generation Xers ( $\bar{x} = 2.50$  and  $2.56$ ) while it was considered as “somewhat important” by Swiss Millennials ( $\bar{x} = 2.32$ ) and Portuguese Boomers ( $\bar{x} = 2.20$ ). Moreover, the item “Having the possibility to engage in different work activities (rotation) was of greater importance to Swiss Boomers ( $\bar{x} = 3.50$ ) than to Millennials or Generation Xers ( $\bar{x} = 2.78$  and  $2.88$ ). “Working in an organization without a strong hierarchical structure (flat)” was rated with an average of  $4.00$  by Portuguese Boomers while Portuguese Millennials and Generation Xers registered scores of  $\bar{x} = 3.55$  and  $\bar{x} = 3.38$ , respectively.

In Portugal, the highest rated item by Millennials ( $\bar{x} = 3.96$ ), Generation Xers ( $\bar{x} = 4.10$ ) and Boomers ( $\bar{x} = 4.50$ ) was “Working in teams”. On the other hand, the least rated item was “Working in an organization with a well-defined chain of command and authority” being evaluated with an average of  $2.50$  by Millennials,  $2.56$  by Generation X and  $2.20$  by Boomers.

In Switzerland, the most important item to the Millennial generation ( $\bar{x} = 3.71$ ) and Gen X ( $\bar{x} = 3.83$ ) was “Working in a job that affords me a good salary” and the least rated item was, likewise Portuguese Millennials, Gen Xers and Boomers, “Working in an organization with a well-defined chain of command and authority” scoring  $\bar{x} = 2.32$  and  $\bar{x} = 2.67$ , respectively. Concerning Swiss Boomers, the highest rated items were “Working on challenging tasks” and “Innovation and creativity are fostered” ( $\bar{x} = 4.17$ ) and the least rated items were “Working in an organization with a well-defined chain of command and authority” ( $\bar{x} = 2.50$ ) and “Having the opportunity to travel” ( $\bar{x} = 2.50$ ).

### 4.3.2. Section 2: Leadership Characteristics

The second section concerns the items evaluating the leadership characteristics most expected by the Millennial generation. The average results for each item appraised by Millennials in Switzerland and Portugal is found below.

	Leadership characteristics	Switzerland	Portugal
People-oriented / Empathy / Interpersonal skills	Shows appreciation for the efforts of the employees.	4,11	4,53
People-oriented / Empathy / Interpersonal skills	Is passionate about his / her job, employees and the organization.	3,76	4,50
People-oriented / Empathy / Interpersonal skills	Engages in regular conversations with me.	3,58	4,08
Supportive / Participative / Mentoring coaching	Guides me through my tasks (provides guidelines).	3,32	4,15
Supportive / Participative / Mentoring coaching	Helps me when learning new processes or tasks.	3,74	4,36
Inclusive approach	Includes me in the decision making.	3,57	3,89
Inclusive approach	Is open to hearing my inputs.	4,13	4,36
Innovation and technology	Makes use of a variety of methods / tools (e.g. social media, face-to-face).	2,93	3,76
Innovation and technology	Fosters innovation and technology within the workplace.	3,49	4,09
Plain straight talking language	Uses plain straight talking language.	3,82	4,24
Influence the direction of the organization	Seeks new opportunities for the organization.	3,73	4,15
Regular and constructive feedback	Gives regular and constructive feedback.	4,01	4,49
Teamwork	Encourages teamwork.	3,64	4,25
Autonomy and freedom	Gives me sufficient authority to fulfill my job.	4,09	4,20
	Average total	3,709	4,218

Table 19: Leadership characteristics (Millennials)

Source: Author's own illustration

As far as the overall table is considered, it is possible to conclude that the majority of the answers were appraised as “very important” with some items being rated or closely rated as “absolutely essential”. Similar to the previous section and groups, the answers from Portuguese Millennials appear to be more positive than Swiss ones. Three items were evaluated as “somewhat important” by Swiss Millennials whereas in Portugal, almost all items were valued with an average of 4 or more. Considering the first item “Shows appreciation for the efforts of the employees”, it was considered as “absolutely essential” to Millennials in Portugal and “very important” in Switzerland. Furthermore, the items “Helps me when learning new processes or tasks” and “Guides me through my tasks” were of much greater importance to Portuguese Millennials when compared to Swiss answers. Moreover, “Fostering innovation and technology within the workplace” as well as “Making use of a variety of methods/tools” is not that important to Millennials in Switzerland. In fact, Millennials in Portugal ranked the item “Fosters innovation and technology within the workplace” with an average of 4.09 while Millennials in Switzerland only evaluated it with 3.49. Additionally, “Making use of a variety of methods/tools” was evaluated with an average of 2.93 by Swiss Millennials and 3.76 by Portuguese ones. Moreover, the item “Being passionate about the job” was on average rated 4.5, being essential in Portugal,

whereas in Switzerland, on average, it was rated 3.76. “Seeks new opportunities for the organization”, “Uses plain straight talking language”, “Engages in regular conversations with me” and “Encourages teamwork” were evaluated with  $\bar{x} = 4.15$ ,  $\bar{x} = 4.24$ ,  $\bar{x} = 4.08$  and  $\bar{x} = 4.25$  in Portugal, while in Switzerland those items were appraised with  $\bar{x} = 3.73$ ,  $\bar{x} = 3.82$ ,  $\bar{x} = 3.58$  and  $\bar{x} = 4.25$  correspondingly. Furthermore “Gives me sufficient authority to fulfill my job”, “Includes me in the decision making” and “Gives regular and constructive feedback” received quite similar evaluations in both countries.

The least rated item by Portuguese and Swiss Millennials was “Making use of a variety of methods/tools”, ranked with an average of 3.76 and 2.93, respectively. Additionally, “Shows appreciation for the efforts of the employees” was the highest ranked item by Millennial participants in Portugal ( $\bar{x} = 4.52$ ) while in Switzerland it was “Is open to hearing my inputs” ( $\bar{x} = 4.13$ ).

In general, the items included in the second section, “Leadership characteristics”, were considered “very important” in both countries. In Switzerland, the present section was evaluated with an average of 3.709 and in Portugal with 4.218. Furthermore, the average results regarding the items included in the theoretical model “People-oriented / Empathy / Interpersonal skill”, “Supportive / Participative / Mentoring coaching”, “Inclusive approach” and “Innovation and tech” can be found in the following table:

<b>Leadership characteristics</b>	<b>Switzerland</b>	<b>Portugal</b>
People-oriented / Empathy / Interpersonal skills	3,82	4,37
Supportive / Participative / Mentoring coaching	3,53	4,26
Inclusive approach	3,21	3,93
Innovation and technology	3,21	3,93

Table 20: Average results for the items "People-oriented", "Supportive", "Inclusive approach" and "Innovation and technology"

Source: Author's own illustration

Considering all the aforementioned items, Portuguese Millennials evaluated all four, “People-oriented / Empathy / Interpersonal skill” ( $\bar{x} = 4.37$ ); “Supportive / Participative / Mentoring coaching” ( $\bar{x} = 4.26$ ); “Inclusive approach” ( $\bar{x} = 3.93$ ); and “Innovation and technology” ( $\bar{x} = 3.93$ ) as “very important”. On the other hand, Swiss Millennials evaluated “People-oriented / Empathy / Interpersonal skill” with an average of 3.82 and “Supportive / Participative / Mentoring coaching” with 3.53, regarding both items as “very important”. The remaining two items were considered to be only “important” and were both evaluated with an average of 3.21.



## Multigenerational comparison

	Leadership characteristics	Millennials		Generation X		Boomers	
		Switzerland	Portugal	Switzerland	Portugal	Switzerland	Portugal
People-oriented / Empathy / Interpersonal skills	Shows appreciation for the efforts of the employees.	4,11	4,53	4,50	4,40	4,83	4,80
People-oriented / Empathy / Interpersonal skills	Is passionate about his / her job, employees and the organization.	3,76	4,50	4,00	4,25	4,33	4,60
People-oriented / Empathy / Interpersonal skills	Engages in regular conversations with me.	3,58	4,08	3,54	3,63	3,67	4,20
Supportive / Participative / Mentoring coaching	Guides me through my tasks (provides guidelines).	3,32	4,15	3,13	3,85	3,50	4,10
Supportive / Participative / Mentoring coaching	Helps me when learning new processes or tasks.	3,74	4,36	3,88	3,88	4,00	4,40
Inclusive approach	Includes me in the decision making.	3,57	3,89	3,42	3,69	4,17	4,10
Inclusive approach	Is open to hearing my inputs.	4,13	4,36	4,33	3,92	4,67	4,30
Innovation and technology	Makes use of a variety of methods / tools (e.g. social media, face-to-face).	2,93	3,76	3,46	3,50	3,00	4,10
Innovation and technology	Fosters innovation and technology within the workplace.	3,49	4,09	4,00	3,77	4,33	3,70
Plain straight talking language	Uses plain straight talking language.	3,82	4,24	3,75	4,23	4,50	4,10
Influence the direction of the organization	Seeks new opportunities for the organization.	3,73	4,15	3,96	4,15	4,17	4,00
Regular and constructive feedback	Gives regular and constructive feedback.	4,01	4,49	4,21	4,19	4,33	4,30
Teamwork	Encourages teamwork.	3,64	4,25	3,92	4,17	4,17	4,20
Autonomy and freedom	Gives me sufficient authority to fulfill my job.	4,09	4,20	4,08	3,88	4,67	4,10
	Average total	3,709	4,218	3,870	3,965	4,167	4,214

Table 21: Leadership characteristics (Multigenerational comparison)

Source: Author's own illustration

Regarding the overall picture, by comparing the three generations one can say that and as in the previous section, the results are rather similar. On average and as indicated in the table above, Millennials, Generation Xers as well as Boomers, considered the items included in the present section as “very important”. Through the comparison of the three generations, one can affirm that the results obtained by Boomers’ responses are overall higher than the results obtained from members of the remaining generations. It is important to point out that the items “Engages in regular conversations with me”, “Guides me through my tasks”, “Helps me when learning new processes or tasks” and “Is open to hearing my inputs”, received lower evaluations from members of Generation X in Portugal than in the remaining generations. Moreover, Swiss Boomers attributed more significance to the items “Gives me sufficient authority to fulfill my job” ( $\bar{x} = 4.67$ ) and “Uses plain straight-talking language” ( $\bar{x} = 4.50$ ) than Swiss Millennials ( $\bar{x} = 4.09$  and  $4.08$ ) or Swiss Generation Xers ( $\bar{x} = 3.82$  and  $3.75$ ). Regarding the item “Makes use of a variety of methods /tools”, it was of greater importance to Swiss members of Generation X as well as Portuguese boomers than to the remaining generations. Additionally, “Fosters innovation and technology within the workplace” was evaluated with  $\bar{x} = 3.49$  by Swiss Millennials while Generation Xers and Boomers rated that item with an average of  $4.00$  and  $4.30$ , respectively. On the other hand, the latter item was ranked  $\bar{x} = 4.09$  by Portuguese Millennials while it was rated with an average of  $3.77$  and  $3.70$  by Generations Xers and Boomers, correspondingly.

It is possible to conclude that the item “Shows appreciation for the efforts of the employees” was the item with the strongest results among all the generations analyzed in Portugal and Switzerland, with the exception of Swiss Millennials who considered “Is open to hearing my inputs” as the most important item ( $\bar{x} = 4.13$ ). On average, Millennials evaluated the latter with  $\bar{x} = 4.53$  in Portugal, Generation Xers with  $\bar{x} = 4.40$  in Portugal and  $\bar{x} = 4.50$  in Switzerland, and Boomers with  $\bar{x} = 4.80$  in Portugal and  $\bar{x} = 4.83$  in Switzerland.



Moreover, Millennials in Switzerland and Portugal ranked “Makes use of a variety of methods” as the least important item ( $\bar{x} = 2.93$  and  $3.76$ , respectively). Regarding Generations Xers in Switzerland, the least rated item was “Guides me through my tasks” ( $\bar{x} = 3.13$ ) whereas in Portugal and likewise Millennials, “Makes use of a variety of methods” was the least important item ( $\bar{x} = 3.50$ ). Also, Boomers currently living in Switzerland considered the latter as the least rated item ( $\bar{x} = 3.00$ ) while in Portugal it was “Fosters innovation and technology within the workplace” ( $\bar{x} = 3.70$ ).

#### 4.3.3. Section 3: Workplace and Leadership Characteristics

The third section, a general section that includes both workplace and leadership characteristics is comprised of two questions. The analysis of the aforementioned is indicated below. First, Millennials’ responses from Switzerland and Portugal are presented. Then, Generation X’s and Boomers’ answers are displayed.

The first question was **“Which three items from the list below do you value the most when considering working for a certain organization”** and Millennials’ results in both countries are displayed within the following chapters:

Regarding Millennials in Switzerland, the most important item when considering working for a certain organization was “Good salary”, being selected by participants 62 times. Furthermore, in second place three items had the same number of votes, 42. Those items were “Training and development”, “Career advancement opportunities” and “Challenging and interesting job”. Lastly, the third most important item was “Flexible working schedule” with 36 votes.

As far as Portugal is concerned, the results were not that different when compared to Swiss Millennials’ responses. The most important item for Portuguese Millennials was “Career advancement opportunities” with 71 votes. Moreover, while in Switzerland “Good salary” was the most voted item, in Portugal it appears in second place with 70 votes. “Training and development” was the third most voted item, being selected 67 times. One can conclude that the three items aforementioned were very close to each other in terms of the number of votes.

Considering Swiss Generation Xers, likewise Swiss Millennials, “Good salary” was considered the most important item, being voted 17 times. “Working with strong coaches” and “Career advanced opportunities”, both with 11 votes, emerged in second place. Lastly, and equally to Portuguese Millennials, “Training and development” showed up in third place with 8 votes.

As in the previous generations, “Good salary” was considered the most important item when regarding working for a certain organization within the Boomer generation in Switzerland whereas in Portugal it was “Training and development”. “Flexible working schedule”, “Corporate values that match my own”, “Career advancement opportunities” as well as “Challenging and

interesting job” were the second most voted items by Swiss Boomers. In Portugal, the latter two, were also the second most voted items. Regarding the third most voted item(s), in Portugal it was “Corporate values that match my own” while in Switzerland “Training and development”, “Working with strong coaches”, “Fringe benefits” and “Good reputation for ethical practices” occupied that position.

The second question was **“Which of the following items would most influence your decision to accept a certain job position? Please order the items from 1 to 6, being 1 the most important.”** and results were the following:

#### 4.3.3.1. Millennials

 Items	Average
1 Opportunity for personal development	2.01
2 Salary	2.70
3 Potential to make a difference	3.71
4 Location	3.81
5 Reputation of the organization	4.20
6 Working hours	4.56

Table 22: Workplace characteristics ranking (Swiss Millennials)  
Source: Author’s own illustration

 Items	Average
1 Opportunity for personal development	1.88
2 Salary	2.68
3 Potential to make a difference	3.57
4 Location	4.16
5 Working hours	4.20
6 Reputation of the organization	4.51

Table 23: Workplace characteristics ranking (Portuguese Millennials)  
Source: Author’s own illustration

Through the analysis of the two tables displayed above, it is possible to conclude that the results obtained within Switzerland and Portugal were almost equal with the exception of the last two items. Millennials in both countries considered “Opportunity for personal development” as the most important item, followed by “Salary” and “Potential to make a difference”.

Swiss Millennials considered that “Reputation of the organization” and “Working hours” should occupy 5<sup>th</sup> and 6<sup>th</sup> positions within the ranking table when considering accepting a certain job

position, whereas Portuguese Millennials ranked the latter items as being 6<sup>th</sup> and 5<sup>th</sup>, respectively.

#### 4.3.3.2. Generation X

	Items	Average
1	Salary	2.33
2	Location	3.00
3	Opportunity for personal development	3.13
4	Working hours	4.00
5	Reputation of the organization	4.25
6	Potential to make a difference	4.29

Table 24: Workplace characteristics ranking (Swiss Generation Xers)  
Source: Author's own illustration

	Items	Average
1	Opportunity for personal development	2.13
2	Salary	2.67
3	Location	3.60
4	Potential to make a difference	4.06
5	Reputation of the organization	4.19
6	Working hours	4.35

Table 25: Workplace characteristics ranking (Portuguese Generation Xers)  
Source: Author's own illustration

Regarding Generation X and by comparing the two countries, Switzerland and Portugal, one is able to conclude that the results were slightly different. The first three items were the same however presented in different order. Considering Switzerland, “Salary” was evaluated as the most important item, “Location” followed in second place and “Opportunity for personal development” was considered the third most important item when deciding whether to accept a certain job or not. As far as Portugal is concerned, “Opportunity for personal development” emerged in first place, followed by “Salary” in second place and “Location” in third. “Potential to make a difference” was considered the least important item for Swiss Generation Xers whereas Portuguese Generation Xers considered it to be “Working hours”.

### 4.3.3.3. Boomers

	Items	Average
1	Location	2.50
2	Salary	2.67
3	Opportunity for personal development	3.17
4	Reputation of the organization	4.00
5	Potential to make a difference	4.33
6	Working hours	4.33

Table 26: Workplace characteristics ranking (Swiss Boomers)  
Source: Author's own illustration

	Items	Average
1	Opportunity for personal development	2.40
2	Salary	2.70
3	Location	3.00
4	Reputation of the organization	3.80
5	Potential to make a difference	4.20
6	Working hours	4.90

Table 27: Workplace characteristics ranking (Portuguese Boomers)  
Source: Author's own illustration

As far as Boomers are concerned, through the analysis of both countries, one can state that the results are quite similar. Similarly to Generation X, the first three items were considered to be the same within the two countries but appeared in different positions. Swiss Boomers considered “Location” as the most important item and “Salary” in second place. Furthermore, “Opportunity for personal development” emerged in third place while in Portugal, the latter was rated as the most important item. Additionally, Portuguese Boomers considered “Salary” in the second place and “Location” as third. The least ranked item by Boomers in both countries was “Working hours”.

## **5. Discussion of the results**

The following section comprises the discussion of the results gathered. The subsequent chapters present the summary of findings as well as a conclusion where the answers to the research questions are discussed. Finally, the limitations of the study and recommendations for further researches are presented.

A general conclusion one is able to draw is that when comparing the two countries, the results obtained by Millennials in Portugal were always higher than the ones attained by Millennials in Switzerland. Nevertheless, one factor that might be associated with the latter could be the higher number of participants from Portugal, resulting in a larger Portuguese sample size. Regarding the multigenerational comparison, the results obtained were more similar across the different generations than expected. Nevertheless, while the scores between Millennials and Generation X were often similar, Boomer's responses presented slightly different and higher results than the remaining generations which could be linked with the extremely small sample size of only 16 participants. Additionally, some of the same patterns identified in the analysis of Millennial's answers also emerged within the multigenerational comparison.

To begin with, regarding the workplace characteristics and taking a look at the different four groups included in that section, "work atmosphere" was considered the most important group by both Millennials in Switzerland and in Portugal. In fact, the results gathered from Millennials in the two countries were very similar. The findings obtained, went hand in hand with what was found in the literature review and what was included in the analytical framework, validating the fact that Millennials pursue a working environment that provides them with opportunities to continuously develop their skills and to grow throughout their careers. Additionally, this generation seeks for a workplace where open communication is fostered, where they are able to reach out their superiors as well as where regular and constructive feedback is fostered so as to enable them to identify their weaknesses and overcome them. Furthermore, Millennials in both countries wish not only to be acknowledged and encouraged but also to be able to express their opinions. Not to be forgotten that all the aforementioned characteristics should be promoted within a positive and relaxed working environment, in particular when considering Portuguese Millennials. Also, in the literature it was stated that mentoring sessions are essential to members of the Millennial generation as a result of having grown up attached to overly protective parents, which was in fact confirmed. Though, having a mentor is of greater importance to Portuguese Millennials than Swiss members of this generation.

Regarding Generation X and Boomers, this group was likewise Millennials, considered the most important group of the four. Overall, all items were highly rated with communication and access to superiors being an essential aspect. Additionally, career development opportunities as well as

working in an environment that is fun and relaxed also emerged as being very important to members of the three generations in both countries. One could point out that all items were evaluated with scores superior to 3.5 with the exception of the item “Having a mentor” when considering Swiss members of the three generations in analysis.

“Social impact and significant job experience” is important for both Portuguese and Swiss Millennials. Overall, the results obtained were just slightly different when comparing the two countries and one can conclude that having a positive impact in the society is a greater priority for Portuguese Millennials. In fact, when analyzing thoroughly items such as “Being able to contribute to social causes” or “Doing work that allows me to help others”, the results obtained from Portuguese Millennials were always higher. In the literature analyzed, Millennials nowadays see the workplace as a means to an end and they wish to hold a job position that allows them to contribute to the society through creating a more positive world. Nevertheless, before examining the results obtained, higher scores were expected. One of the conclusions was that it is not imperative for both Millennials in Switzerland and Portugal to work for a big and well-known company but, when inquired whether they would prefer working for a smaller company where they could more easily have an influence in society, the results were not very strong. Higher results were expected as according to the 2017 Deloitte Millennial Survey (p. 9), Millennials believe that working for smaller companies comprises an easier path towards making a bigger impact. Furthermore, it seems that working in something that is challenging and interesting to Millennials is essential within this generation, being considered as more important to Millennials in Switzerland than in Portugal. This statement relates with what was found in the literature review stating that Millennials do not feel motivated when working in not stimulating and high-volume tasks. Influencing organizational outcomes as well as understanding the corporate mission and objective is somewhat more important to Portuguese Millennials. Lastly, having the sense of personal achievement is vital and therefore, feedback and acknowledgement should be promoted.

Overall, social impact is mentioned as being of superior importance to Millennials within the literature review than the results obtained have shown.

Considering the multigenerational comparison, this group was also not ranked as strong as expected. Overall, having the ability to embrace a meaningful job that provides employees ability to create a positive social impact is slightly more important to Boomers and Portuguese members of Generation X than Millennials and Swiss members of Generation X. Moreover, having a positive impact in society was found to be of greater importance among Generation X. The aforementioned conclusions emerged as a surprise since, as mentioned before, Millennials are supposed to be more social conscious than the remaining generations. Additionally, understanding the corporate mission and objective is of less significance to Millennials while self-

esteem is fundamental among all generations.

Likewise promoting a positive social impact, achieving work/life balance is important not only to Millennials in Switzerland but also in Portugal. In fact, being able to balance Millennials' work life with their personal life is extremely important. It is known that Generation Y has a desire for mobility as well as on-the go functionalities and therefore flexibility is also important. Millennials are revolutionizing recruitment processes and if they are unhappy with their current job position they will simply find another employer. Nevertheless, The 2017 Deloitte Millennial Survey (2017), exhibited a trend towards Millennials pursuing increasingly more stability. According the results, when comparing the items "having the opportunity to work for different employers" and "staying in the same organization for more than 3 years", results were higher regarding the former item and in both countries. Thus, one can conclude that Millennials still do not wish a life-time only job. However, there is still a portion of Millennials in Switzerland and in Portugal that show a stronger tendency towards stability. Furthermore, having a flexible working schedule is important to Millennials and through the analysis of the results gathered, scores might not have been higher in Switzerland and in Portugal because of the fact that some Millennials are now favoring taking full-time positions rather than working on a flexible basis. The results regarding the item "being able to work from wherever I want" were actually surprising due to the fact that this generation is characterized as being mobile and hence, higher scores would have been expected. Nevertheless, in the literature review it was stated that one can find two types of millennials: the ones who want to be in the office; and those who prefer to work outside and from wherever they want, which could explain the aforementioned results. In fact, there was a balance between the number of people who considered that item as being "not important at all" or "somewhat important" and people who considered it to be "important", "very important" or "absolutely essential", in both countries.

Furthermore, "Work/life balance" was overall evaluated as being more important to both Generation X and Boomers than Millennials. Having the opportunity to engage in teleworking and work from wherever one wants, was considered as more significant to Generation X than to the remaining generations. These statements go hand-in-hand with what was identified in the literature review regarding Generation X. Members of the latter were often raised by absent parents and thus, achieve a balance between their personal and professional lives is fundamental. Moreover, staying in the same organization for more than 3 years was more important to Swiss and Portuguese Boomers as well as to Portuguese Generation Xers. This said, one can conclude that Millennials are more willing to work for different organizations and employers than the previous generations, validating the information found in the literature review.

Regarding the last group, "workplace motivators" it is possible to conclude that salary is very important among this generation and for both countries, being more important to Portuguese

Millennials. This could be related with the fact that Swiss Millennials live in a much better economic situation than Millennials in Portugal. As recognized in the literature review, Millennials prefer to work in more collaborative environments and therefore the results displayed a quite strong tendency towards working in teams. Having the opportunity to travel seems to be not that important but slightly more important in Switzerland. This could be linked with the fact that 80% of Swiss participants studied or worked abroad for more than 3 months while only 51.4% of Portuguese participants did. Furthermore, Millennials in Portugal clearly prefer to work in flat organizations whereas results were quite uncertain in Switzerland as the difference between the responses to working in a hierarchical structure and flat structures were not significant. Moreover, being able to engage in different job activities (rotation) is also not that important for Millennials in Switzerland and in Portugal. As far as the items related to technology and social media are concerned, the results were quite unforeseen as it would be expected much higher scores than the ones obtained regarding that Millennials grew up along the rise and development of technology. Additionally, regarding the aforementioned item, the results gathered from Swiss Millennials were rather lower than Portuguese ones. Also, working on challenging tasks as well as innovation and creativity being fostered is very important to both Swiss and Portuguese Millennials.

Regarding the multigenerational comparison, “work motivators” was considered as important across all generations. Working in teams was the highest rated item among Portuguese members of all the generations in the present study whereas in Switzerland having a good salary was more important for millennials and generation X confirming the fact that Millennials are more concerned with money than the previous generations. Moreover, Boomers in Switzerland seem to give higher importance towards rotation, innovation and creativity as well as working on challenging tasks than the remaining generations in analysis. Within the literature analyzed it was found that Boomers have a strong desire towards working on competitive environment with challenging tasks and prefer to work within an authority and hierarchical environment. Despite that the results validated the first statement related with challenging tasks, the results showed that Portuguese Boomers within this study prefer flat organizations. Additionally, as in the analysis considering Millennials results, it was inconclusive whether Swiss Generation Xers and Boomers prefer hierarchical or flat organizations. Considering Portuguese members of the different generations, in particular, Millennials and Boomers, there is a preference towards working in flat organizations. Furthermore, the items comprising technology and innovation received lower scores than expected and were slightly higher within Boomers. Yet, once again, this statement could be related with the low number of respondents. Moreover, travelling is not that significant. As far as the leadership characteristics are concerned, from the analysis of the results one is able to point out that both Millennials in Switzerland and in Portugal seek for a leader who is people-oriented as well as exhibits strong empathy and interpersonal skills. Yet, those items were slightly



more important to Portuguese Millennials. Furthermore, another item included in the theoretical research model was being supportive, participative, and to act as a mentor. The results obtained confirmed the latter but again, were stronger in Portugal. This could suggest that Swiss Millennials are seeking for more autonomy within their work environment and from their leaders than Portuguese Millennials. In fact, the item which analyzed autonomy and freedom given to fulfill a certain job was equally evaluated as very important in both countries. Moreover, Millennials from Switzerland and Portugal clearly look for a leader who is not only able to influence the direction of the organization but also who is open to hearing their inputs and include them in the decision making. Nevertheless, for Swiss Millennials, being included in the decision making is considered as only important. Furthermore, regarding fostering innovation and technology within the workplace, the results obtained were quite surprising, in particular when concerning Swiss Millennials as higher results would have been expected. Additionally, making use of a variety of methods, such as, social media, face-to face and others, was also ranked lower than expected in Switzerland. Moreover, other items such as using plain straight-talking language as well as encouraging teamwork and providing regular and constructive feedback, as aforementioned, were considered very important by Millennials in Switzerland and Portugal.

As far as the different generations are concerned, the section “Leadership Characteristics” is considered as very important across all generations. One is able to conclude that, considering the different generations in analysis, leaders should express all the aforementioned items which were included in the research model. Nevertheless, fostering innovation and technology seems to be more important to Portuguese Millennials, Swiss and Portuguese Generation Xers and to Swiss Boomers. Additionally, using a variety of methods is more important to millennials and boomers in Portugal. Furthermore, despite considering having a leader who is supportive and participative as very important, it seems that this characteristics should be slightly less emphasized when considering Swiss Millennials and Generation X.

From the list of 13 items available for Millennials to choose from, the three most important elements chosen by Portuguese Millennials when considering working for a certain organization were career development opportunities, good salary as well as training and development. Other important items to the aforementioned Generation, were working with strong coaches, performing a challenging and interesting job and having a flexible working schedule. Regarding Swiss Millennials, the three most important items selected were, likewise in Portugal, receiving a good salary, career advancement opportunities, training and development and performing a challenging and interesting work. Additionally, having a flexible working schedule and being provided with international opportunities were among other relevant items. As seen above, “work atmosphere” was considered the most important group by Millennials in both countries, which relates with the fact that among the most important items, career development opportunities and training and

development were chosen. Moreover, performing a challenging and interesting job was also considered as very important within the groups discussed above. Additionally, being provided with international opportunities was considered as more significant to Swiss Millennials as they have a stronger tendency towards going abroad for work or study whereas working with strong coaches is of greater importance to Portuguese Millennials.

Likewise Portuguese and Swiss Millennials, members of Generation X from the same countries selected career development opportunities, receiving a good salary as well as training and development as the three most important items. Working with strong coaches, having a challenging and interesting job as well as a flexible working schedule are also items worth of consideration to this generation in Portugal. Additionally, Swiss Generation Xers also considered having a flexible working schedule as significant. Work/life balance is a significant aspect of Generation Xers lives and therefore it is not a surprise that having the possibility to work in a flexible basis is of great importance for members of this generation.

As far as Boomers are concerned, the sample size was too small to consider the results obtained as significant. Nevertheless, recurrently, items as training and development, career advancement opportunities and working on a challenging and interesting job emerged as important for both Swiss and Portuguese Boomers. Moreover, corporate values that match one's values as well as having a flexible working schedule were also important for Swiss Boomers.

Among the items "Opportunity for personal development", "Salary", "Potential to make a difference", "Location", "Reputation of the organization" and "Working hours", Portuguese and Swiss Millennials selected the first three, in that specific order, as the most important items to take into consideration when deciding whether to accept or not a certain job offer. Regarding Swiss Millennials, the least important item was "Working hours" and to Portuguese Millennials, "Reputation of the organization" emerged in the last ranking position. These results go hand in hand with the results obtained in the aforementioned sections, validating the fact that Millennials pursue an organization capable of nurturing them. Salary was also found out to be very important due to the current economic uncertainty faced all over the world. Yet, it was found that it is not a priority for Millennials to promote a positive impact in society through their work. Therefore, "potential to make a difference" being considered as third is quite dubious. Nevertheless, this item could have been interpreted as having the potential to make a difference within the organization they work for.

Furthermore, as far as Generation X is concerned, results were quite different from the ones obtained within the Millennial generation and comparing the two countries. Swiss Generation Xers considered "Salary" as the most important item, followed by "Location" and "Opportunity for personal development" in third place whereas Portuguese Generation Xers regarded

“Opportunity for personal development” in first place, “Salary” in second and “Location” as emerging in third. Additionally, “Potential to make a difference” and “Working hours” showed up as last both in Switzerland and Portugal, respectively. The fact that the item “Location” emerged within the top three rankings could be related with family being a vital aspect of Generation Xers lives. Additionally, it might not have been considered as that important by Millennials as result of their on-the-go lifestyle. Moreover, promoting a positive social impact was more important to Generation X than Millennials or Boomers and thus, “Potential to make a difference” showing in the last positions was quite unforeseen.

Moreover, results within the Boomer generation were not that distinctive. In fact, the three most significant items were the same in Switzerland and Portugal but in different orders. In Switzerland, “Location” took the first place, “Salary” the second and “Opportunity for personal development” the third ranking position. On the other hand, in Portugal, “Opportunity for personal development” was considered the most important item, followed by “Salary” in second and “Location” in third. “Working hours” appeared in last place in both countries.

## 6. Summary

From the results gathered and regarding the desired workplace characteristics by Millennials in Switzerland and in Portugal, it was clear that “work atmosphere” was considered the most important group of the four. That mentioned, it is important to acknowledge that employers should provide millennials with career advancement opportunities, training and development sessions, regular feedback as well as promote a positive work environment where communication across all members regardless of their job level is fostered and where everyone can share their inputs. On the other hand, mentoring and coaching appeared as not being of great significance among Swiss Millennials. Furthermore, “social impact and meaningful job experience” presented lower results than the ones expected. It is significant to point out that it is not essential for Millennials in both countries to work for a big and well-known company but also, it is not imperative that through their job position they are able to contribute to social causes or help others, despite what was initially believed. Yet, performing a job that is challenging and interesting as well as having a feeling of personal achievement is very important. Moreover, accomplishing work life balance is a fundamental aspect shared both by Swiss and Portuguese Millennials. Additionally, this generation exhibits evidence of wanting to work for more than one employer throughout their career yet, with a portion displaying a tendency towards stability. It is also possible to conclude that there is a share of Millennials who prefer to work from wherever they desire and a percentage who actually wishes to work in the office. Lastly, salary is still an essential aspect for both Millennials in Switzerland and Portugal as well as working in a more collaborative environment where team-work is fostered. Millennials in Portugal favor working in flat organizations whereas the results in Switzerland were rather inconclusive. Nevertheless, Millennials in Switzerland are more willing to work internationally. Moreover, as mentioned before, Swiss and Portuguese Millennials wish to be engaged in challenging tasks and to work in an environment where innovation and creativity are fostered. However, higher results would be expected regarding the promotion of technology and social media within the workplace, in particular when considering Swiss Millennials. Also, job rotation is not a necessary element.

As far as the leadership characteristics are concerned, all the items included in the research model were validated. Millennials from both countries seek leaders who are not only people-oriented but also display strong empathy and interpersonal skills. Furthermore, these leaders should pursue an inclusive approach as well as be supportive, participative and act as a mentor. However, it is important to point out that regarding the latter, Swiss Millennials wish for more autonomy than Portuguese Millennials and thus, the leader in Switzerland probably should be less supportive and provide them with the necessary autonomy. Also, being included in the decision making is not seen as imperative for Swiss Millennials. Furthermore, the leader should foster teamwork and influence the direction of the organization, provide regular and constructive feedback and use

plain straight-talking language. Despite results such as being an essential characteristic would be expected when considering fostering innovation and technology, this item is also an important element that leaders should exhibit.

Considering the multigenerational comparison and contrary to what was expected the results obtained among Millennials and members of Generation X were quite similar while Boomer's results were slightly different and often higher. However, due to the low sample size Boomer's results were rather inconclusive. Overall, "work atmosphere" was the most significant sub-category to all generations whereas the remaining three were considered as important or very important. As seen before, communication is also an essential aspect across all generations and working with mentors is additionally not elemental to members of Generation X as well as Swiss Boomers and Swiss Millennials. Furthermore, and quite unexpectedly, promoting a positive impact through one's work is considered more important to Generation X than Millennials. Moreover, work/life balance is an essential aspect to all generations. Yet, this group was of greater importance to Generation X and Boomers, with flexibility being central to Generation Xers. Additionally, desire for stability is higher among Boomers which confirms the fact that this generation will stay loyal to one unique employer. "Work motivators" displayed similar results to the ones discussed above. Similarly, it was difficult to conclude whether Swiss members of the different generations prefer to work within flat or hierarchical structures as well as technology related items were also considered quite a dubious as they emerged as more relevant to Boomers than the remaining generations. Working in teams is the most important characteristic across all generations in Portugal while salary is the most significant item across all generations in Switzerland.

Furthermore, all aspects of the leadership characteristics were also validated regarding the multigenerational comparison. Innovation is more important among Portuguese Millennials, Generation Xers and Swiss Boomer and using a variety of methods and tools is not that central when considering Generation X and Swiss Boomers. As aforementioned, and likewise Swiss Millennials, leaders should not be extremely supportive when working with Generation Xers.

Overall, three fundamental aspects for both Swiss and Portuguese Millennials are earning a good salary, being provided with career advancement opportunities; as well as training and development sessions. Furthermore, working on challenging tasks and having a challenging and interesting job is also necessary. Additionally, it is more significant to Swiss Millennials to be engaged with international opportunities while for Portuguese Millennials it is essential to work with strong coaches/mentors. Moreover, the results obtained within Generation X were equal to the aforementioned. Regarding Boomers, participants' responses were not relevant but nevertheless, were similar the ones already mentioned. Additionally, salary and opportunities for personal development are crucial items for members of the three generations in analysis despite

for instance salary being more important to Swiss Generation Xers than Swiss Millennials. Also, one element that is significant to Generation Xers and Boomers is location. As far as Millennials are concerned, regarding that this generation is characterized as being more mobile, location is not a central item to them.

## 7. Conclusion

Lyons (2016) stated that different labels are associated with Millennials all around the world. For instance, as seen in the literature review, Millennials in Portugal are called generation “*Nem-Nem*” which means they do not study nor have a job while in Germany Millennials are regarded as generation “*Maybe*” as a result of the wide range of opportunities available. This said, and knowing that generational cohorts are influenced by the environment one grows old in, exposure to different cultures, society and other factors, the present research paper aimed to analyze whether Millennials in Portugal and Switzerland are different and to what extent, concerning their expectations towards workplace and leadership characteristics. All the research questions were answered through using quantitative analysis, more specifically through using an online questionnaire in order to assess whether the items included in the research framework, derived from the literature review, corresponded to what Millennials in Switzerland and Portugal expect from organizations. The answers for each are discussed in the following paragraphs.

Regarding the first research question, “**What characteristics do Millennials perceive as the ones leaders should have?**” leaders should be people-oriented and hold strong empathy and interpersonal skills; promote an inclusive approach; be supportive, participative and act as a mentor or coach; foster teamwork; influence the direction of the organization; encourage innovation and the use of technology; provide autonomy; use plain straight talking language; and offer regular and constructive feedback. Nevertheless, regarding Swiss Millennials, leaders should be less supportive and participative providing them the necessary autonomy and space to perform their job. Additionally, despite being considered very important to Portuguese Millennials, higher results would have been expected regarding fostering technology within the workplace, in particular among Swiss Millennials.

As far as the second research question is concerned, “**What are the ideal workplace characteristics for Millennials?**”, providing a nurturing work environment is fundamental. Millennials in both countries desire open communication and informal access to senior positions; regular and constructive feedback; acknowledgement and encouragement; engagement and ability to express one’s opinion; and career development opportunities. Additionally, Portuguese Millennials displayed higher importance towards working with a mentor/coach as well as in a positive and relaxed work environment. Furthermore, not only being enrolled in a job that has meaning and which Millennials understand what they are actually doing but also having a personal sense of achievement is essential. Moreover, understanding the corporate mission is slightly more important for Portuguese Millennials while working on challenging and interesting tasks is of greater importance in Switzerland. As mentioned above, work/life balance is a vital aspect of Millennials’ lives. Flexibility is seen as important as well as being able to work for different employers throughout their careers. Yet, there is a group of Millennials that desire more

stability. Thus, it is important to recognize the existence of different needs within the same generational cohort. Furthermore, Millennials pursue a job that affords them a good salary; in which teamwork is fostered; work is challenging; and innovation and creativity are promoted. Additionally, for Swiss Millennials being able to engage in their work internationally is important while for Portuguese Millennials working in a flat organization and where technology and social media are fostered is more important.

### **What characteristics should employers communicate?**

All the characteristics discussed above should be communicated. Additionally, it is important to acknowledge that Millennials from different generations might express different needs towards certain items. One needs to recognize that within the same generational cohort and within the same country some preferences seem to differ. For instance, there are Millennials who wish to work for different employers throughout their careers while others would like to have a life-time only job. Also, some would prefer to work “on-the-go” whereas others would like to work solely in the office. Moreover, according to the results it is important to recognize that technology and social media as well as promoting a positive impact in society and helping others through their jobs are not considered as important as predicted through the analysis of the literature review by both Millennials in Portugal and in Switzerland. As far as the leader promoting technology and using a variety of methods and social media within the workplace is concerned, for Portuguese Millennials those items are very important whereas Swiss results were unexpectedly slightly lower.

Regarding the workplace characteristics and considering Millennials in both Switzerland and in Portugal, employers should definitely communicate that open communication and access to senior positions is possible; that feedback is provided in a regular basis; that employees are acknowledged and encouraged for their work; that workers have a say and are engaged in the decision making; and that career development opportunities are provided. In fact, being able to grow throughout their carriers and being provided with training and development are crucial items. Furthermore, employers should try to promote that employees’ job has a meaning which will consequently increase their self-esteem. Additionally, it is important to indicate that a balance between their private lives and their professional careers will be ensured. Moreover, salary is another essential aspect as well as working in teams, challenging tasks as well as innovation and creativity being fostered. Employers should additionally communicate to Portuguese members of this generation the existence of a mentor/coach as well as the possibility to work within a flattened organization and in an environment which is fun and relaxed. Furthermore, understanding the corporate mission is significant for Portuguese Millennials and therefore it should be clear to them. On the other hand, employers should also communicate to Swiss Millennials that there are international opportunities available. Regarding leaders, employers should communicate that they



are: people-oriented; supportive while not being overly participative when leading Swiss Millennials; pursue an inclusive approach despite not being vital to Swiss Millennials; foster teamwork; influence the direction of the organization; promote innovation and technology; ensure autonomy; use plain straight talking language; and provide regular and constructive feedback.

### **7.1. Recommendations**

One recommendation would be to perform interviews so as to get a broader sense of what Millennials in both countries desire. Additionally, qualitative methods would have allowed to understand why some items recorded unexpected or unforeseen answer as for instance items related with technology or social media. Furthermore, another suggestion would be to perform a more thorough multigenerational comparison as it was not the core of the present study. Taking into concern that the sample size was not representative of the population, another step to consider in future researches would be to try to reach a larger number of people. Regarding the control variables, instead of exclusively asking participants' country of residence, the researcher could have also include their nationality. Additionally, another item to include as control variable could have been the participants' professional background.

### **7.2. Limitations**

One of the limitations of the present study was the fact that it was conducted during the holiday season, mostly between June and August. This brought some drawbacks considering the distribution of the survey as some people might not had been checking their email inbox as they would during other seasonal period as well as it inhibited the researcher from reaching out students in person at the university. Furthermore, the amount of time available to run the project was limited. The period set was adequate, however a little more time might have allowed performing some interviews. Language also posed a limitation as the research did not speak German. The surveys were not translated into German which might have been one of the reasons which contributed to the limited Swiss sample size. Moreover, the willingness of the participants to fill out the survey posed another limitation. Few people completed it which made the total sample size not representative of the population.

## Bibliography

- Adler, P., Heckscher, C., & Prusak, L. (2011). *Building a Collaborative Enterprise*. Harvard Business Review. Retrieved July 2, 2017 from <http://bit.ly/1Na4ppR>
- Anderson, H., Baur, J., Griffith, J., & Buckley, M. (2017). What works for you may not work for (Gen)Me: Limitations of present leadership theories for the new generation. *The Leadership Quarterly*, 28(1), 245 - 260. Retrieved July 2, 2017 from <http://dx.doi.org/https://doi.org/10.1016/j.leaqua.2016.08.001>
- Balda, J., & Mora, F. (2011). Adapting leadership theory and practice for the networked millennial generation. *Journal Of Leadership Studies*, 5(3), 13 – 24. Retrieved July 2, 2017 from <http://dx.doi.org/DOI:10.1002/jls>
- Bhawna, & Gobind. (2015). Research Methodology and Approaches. *Journal Of Research & Method In Education*, 5(3), 48 - 55. Retrieved July 2, 2017 from <http://dx.doi.org/10.9790/7388-05344851>
- Bolser, K., & Gosciej, R. (2015). Millennials: Multi-generational leaders staying connected. *Journal Of Practical Consulting*, 5(2), pp. 1-9. Retrieved July 2, 2017 from <http://bit.ly/2epZE3v>
- Buckley, P., Viechnicki, P., & Akrur Barua. (2015). A new understanding of Millennials: Generational differences reexamined. Deloitte University Report, pp. 6 - 22. Retrieved July 2, 2017 from <http://bit.ly/2gpqcSQ>
- Buik, A. (2008). Ninja turtles and generation Y at work. Training and Development in Australia, 35(4), pp. 9-11. Retrieved July 2, 2017 from <http://search.proquest.com/docview/208559817?accountid=15920>
- Bump, P. (2014). *Here Is When Each Generation Begins and Ends, According to Facts*. The Atlantic. Retrieved July 1, 2017 from <http://theatlntc/2mgs8BS>
- Calk, R., & Patrick, A. (2017). Millennials Through the Looking Glass Workplace Motivating Factors. *The Journal Of Business Inquiry* 2017, 16(2), pp. 131 - 139. Retrieved July 1, 2017 from <https://www.uvu.edu/woodbury/docs/jbi-vol16-2-3.pdf>
- Campione, W. (2015). Corporate Offerings: Why Aren't Millennials Staying. *Journal Of Applied Business And Economics*, 17. Retrieved July 1, 2017 from <http://bit.ly/2wXZWcS>
- Correia, A., Montez, R., & Silva, G. (2016). *Millennials: A geração que vem revolucionar o capitalismo*. Visão. Retrieved July 10, 2017 from <http://bit.ly/2gpo6m4>
- Creswell, J. W. (2009). Research Design: Qualitative, quantitative, and mixed methods approaches (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc, p. 304. Retrieved July

- 10, 2017 from, <http://bit.ly/2eLs5t8>
- Crisóstomo, P. (2016). *Há 300 mil jovens “nem-nem” — não estudam, nem têm trabalho. PÚBLICO*. Retrieved July 2, 2017 from <http://bit.ly/2vxQug0>
- Curtis, G. (2010). *Give your workplace a Millennial makeover: Learning to think like your new generation of colleagues. CIO UK*. Retrieved July 2, 2017 from <http://bit.ly/2gpoTU4>
- De Hauw, S., & De Vos, A. (2010). Millennials' career perspective and psychological contract expectations: Does the recession lead to lowered expectations? *Journal of Business and Psychology*, 25(2), pp. 293-302. Retrieved July 2, 2017 from <http://bit.ly/2wXJycx>
- Deal, J. J., Altman, D. G., & Rogelberg, S. G. (2010). Millennials at work: What we know and what we need to do (if anything). *Journal of Business and Psychology*, 25(2), pp. 191-199. Retrieved July 2, 2017 from <http://dx.doi.org/10.1007/s10869-010-9177-2>
- Denk, M. (2017). *The Deloitte Millennial Survey 2017. Deloitte Switzerland*. Retrieved July 2, 2017 from <http://bit.ly/2xDd4l6>
- DeVaney, S. (2015). Understanding the Millennial Generation, pp. 11 – 15. Retrieved July 2, 2017 from <http://bit.ly/2gwX5kx>
- Ferri-Reed, J. (2014). "Millennializing" your work culture. *The Journal For Quality And Participation*, pp. 21 - 24. Retrieved July 2, 2017 from <http://bit.ly/2wYdJjY>
- Fishwick, C. (2017). *I, narcissist – vanity, social media, and the human condition. the Guardian*. Retrieved July 2, 2017 from <http://bit.ly/2bPb8LK>
- Fry, R. (2015). *Millennials surpass Gen Xers as the largest generation in U.S. labor force. Pew Research Center*. Retrieved July 2, 2017 from <http://pewrsr.ch/2wY5FiX>
- Fry, R. (2015). *More Millennials Living With Family Despite Improved Job Market. Pew Research Center's Social & Demographic Trends Project*. Retrieved July 2, 2017 from <http://pewrsr.ch/1VNfQLa>
- Goldman Sachs Global Investment Research. (2017). *Millennials Infographic. Goldman Sachs*. Retrieved July 1, 2017 from <http://bit.ly/1IgAvA4>
- Gordon, V., & Steele, M. (2005). The Advising Workplace: Generational Differences and Challenges. *NACADA Journal*, 25(1), pp. 26-30. <http://bit.ly/2vyaCi7>
- Gursoy, D., Maier, T., & Chi, C. (2008). Generational differences: An examination of work values and generational gaps in the hospitality workforce. *International Journal Of Hospitality Management*, 27(3), pp. 448-458. Retrieved July 1, 2017 from <http://dx.doi.org/10.1016/j.ijhm.2007.11.002>

- Held, T. (2014). *Switzerland: Privileged, Spoiled, Insecure*. Credit Suisse. Retrieved July 10, 2017 from <https://www.credit-suisse.com/us/en/about>
- Henderson, J. (2012). *Shut up, Sheryl Sandberg: Millennial Women Reject Role Models, Mentors*. *Forbes*. Retrieved July 1, 2017 from <http://bit.ly/2iNCYiI>
- Hershatter, A., & Epstein, M. (2010). Millennials and the world of work: An organization and management perspective. *Journal of Business and Psychology*, 25(2), pp. 211-223. Retrieved July 1, 2017 from <http://bit.ly/2eLsN9N>
- Hewlett, S., Sherbin, L., & Sumberg, K. (2009). *How Gen Y & Boomers Will Reshape Your Agenda*. *Harvard Business Review*. Retrieved July 12, 2017 from <http://bit.ly/1G6e0PQ>
- How to Determine Generational Birth Years*. (2016). *The Center for Generational Kinetics*. Retrieved July 2, 2017 from [http://genhq.com/generational\\_birth\\_years/](http://genhq.com/generational_birth_years/)
- Ilieva, J. Baron, S., & Healey, N. (2002). Online surveys in marketing research: Pros and cons. *International Journal Of Market Research*, pp. 361 – 376. Retrieved July 2, 2017 from <http://bit.ly/2gpC6MM>
- ionline. (2017). *Geração Instável- Os millennials estão deprimidos e ansiosos. Porquê?* Retrieved July 2, 2017 from <https://ionline.sapo.pt/560312>
- Iris (2014). *One-fifth of Swiss Millennials are extremely satisfied with the economy, compared to the global average of 11%*. Retrieved July 2, 2017 from <http://irismillennials.com/articles/765/>
- Kapoor, C., & Solomon, N. (2011). Understanding and managing generational differences in the workplace. *Worldwide Hospitality and Tourism Themes*, 3(4): 308-318. Retrieved July 2, 2017.
- Kupperschmidt, B. (2000). Multigeneration Employees: Strategies for Effective Management. *The Health Care Manager*, 19(1), pp. 65-76. Retrieved July 2, 2017 from <http://dx.doi.org/10.1097/00126450-200019010-00011>
- Lancaster, L. (2004). When generations collide: How to Solve the Generational Puzzle at Work. *Choice Reviews Online*, pp. 2 - 5. Retrieved July 2, 2017 from <http://dx.doi.org/10.5860/choice.40-6507>
- Lee, C., Mullins, K., & Cho, Y (2016). Factors affecting job satisfaction and retention of Millennials. *Academy Of Organizational Culture, Communications And Conflict*, 21(2), p. 6. Retrieved July 2, 2017 from <http://bit.ly/2vxAEIU>
- Lykins, L., & Pace, A. (2013). Mastering Millennials Leadership Development, 67(5), pp. 43 – 33. Retrieved July 2, 2017 from <http://bit.ly/2evGQDr>

- Lyons, K. (2016). *Generation Y: a guide to a much-maligned demographic*. *The Guardian*. Retrieved July 2, 2017 from <http://bit.ly/2cKp2le>
- Lyons, K. (2017). *Generation Y, Curling or Maybe: what the world calls millennials*. *The Guardian*. Retrieved July 4, 2017 from <http://bit.ly/2dosBd5>
- Lyons, S., & Kuron, L. (2014). Generational differences in the workplace: A review of the evidence and directions for future research. *Journal Of Organizational Behavior*, 35(1), 139-S157. Retrieved July 4, 2017 from <http://dx.doi.org/10.1002/job.1913>
- ManpowerGroup (n. d.). *Millennial Careers: 2020 Vision*. Retrieved July 4, 2017 from from <https://www.experis.ch/millennials>
- Manpowergroup. *Millennials: a career for me*. Retrieved July 2, 2017 from <http://bit.ly/2eq0QDQ>
- Marques, R. (2014). *Geração 'nem, nem': Como dar a volta à situação?. Saldo Positivo*. Retrieved July 2, 2017 from <http://bit.ly/2epJbfq>
- Muijs, D. (2010). Introduction to Quantitative Research, in: Muijs, D., *Doing Quantitative Research in Education with SPSS*, London: Sage, 1-10. Retrieved July 2, 2017 from <https://moodle.zhaw.ch/mod/folder/view.php?id=700001>
- Murray, A. (2011). Mind the gap: Technology, millennial leadership and the cross generational workforce. *Australian Library Journal*, 60(1), pp. 54-65. Retrieved July 2, 2017 from <http://search.proquest.com/docview/898323722?accountid=15920>
- Ng, E., Schweitzer, L., & Lyons, S. (2010). New Generation, Great Expectations: A Field Study of the Millennial Generation. *Journal Of Business And Psychology*, 282 - 283. Retrieved July 2, 2017 from <http://dx.doi.org/DOI: 10.1007/s10869-010-9159-4>
- Powell, R. (2006). Evaluation Research: An Overview. *Library Trends*, 55(1), 102-120. Retrieved July 2, 2017 from <http://dx.doi.org/10.1353/lib.2006.0050>
- Ray, R., & Sinar, E. (2017). *What Skills Will Leaders Need in the Future?. Chief Learning Officer*. Retrieved July 2, 2017 from <http://bit.ly/2ovI2G9>
- Statista (n. d.). *Millennials in the U.S.*. Statista. Retrieved July 2, 2017 from <https://www.statista.com/topics/2705/millennials-in-the-us/>
- Strauss, W., & Howe, N. (1991). *Generations: The history of America's future* (pp. 1584 - 2069). New York: Quill William Morrow. Retrieved July 2, 2017 from <http://bit.ly/2wpdqwQ>
- Swartz, L. (2017). Getting to Know Gen Z, pp. 1 - 31. Retrieved July 2, 2017 from <http://bit.ly/2wpS4jb>

- Techenet. (2016). *Estudo revela o perfil da geração millennial em Portugal*. Retrieved July 10, 2017 from <http://bit.ly/2gvpG9E>
- The 2016 Deloitte Millennial Survey. (2016). Winning over the next generation of leaders. Deloitte, pp. 9 - 16. Retrieved July 10, 2017 from <https://www2.deloitte.com/global/en/pages>
- The 2017 Deloitte Millennial Survey. (2017). Apprehensive Millennials seeking stability and opportunities in an uncertain world. Deloitte, pp. 6 – 27. Retrieved July 10, 2017 from <http://bit.ly/2fewlTM>
- Thiefoldt, D., & Scheef, D. (2004). Generation X and the Millennials: What leaders need to know about mentoring the new generations. *Learning Café*, pp. 5 -6. Retrieved July 10, 2017 from <http://dx.doi.org/10.1002/lia.1161>
- Tschantz, C. (2016). *Increasing Job Satisfaction and Organizational Commitment in the Millennial Workforce*(Senior Thesis). Liberty University. Retrieved July 10, 2017 from: <http://bit.ly/2gwZwnb>
- US Census Bureau. (2015). *Millennials Outnumber Baby Boomers and are far more diverse*. US Census Bureau. Retrieved July 10, 2017 from <http://bit.ly/2wtoZS4>
- Vicente, J. (2017). *Millennials: uma geração de oportunidades?* PÚBLICO. Retrieved July 2, 2017 from <http://bit.ly/2gpihoP>
- Wallop, H. (2014). *Gen Z, Gen Y, baby boomers - a guide to the generations*. Telegraph. Retrieved July 1, 2017 from <http://bit.ly/1wpiYiz>

**Appendix A: Online survey – Questionnaire Switzerland**

Zürcher Hochschule  
für Angewandte Wissenschaften

**Workplace and leadership characteristics expected by  
the Millennial generation in Portugal and Switzerland****Page 1**

1. Please choose a language / Por favor, escolha uma língua \*

**Page 2**

Hello and welcome.

Thank you very much for taking your time to participate in my study.

The main goal of this survey is to analyze the desired workplace and leadership characteristics by the Millennial generation in Portugal and Switzerland. Even if you do not belong to this generation please complete the survey. The results will be used for further multigenerational comparisons.

By completing the survey you are helping me developing my Master thesis as part of the MSc in International Business at the Zurich University of Applied Sciences (ZHAW School of Management and Law). In addition, by participating you gain the possibility of winning a 15€/CHF voucher.

The survey should take around 8 minutes and all the data gathered is fully anonymous and will be used for academic purposes only. Please read all the questions carefully and answer them in your honest opinion.

Thank you.

**Page 3**

Please read the questions carefully and answer each item listed in the section below by indicating how important each is to you when considering working for a certain organization.

**2. Workplace characteristics \***

	Not at all important	Somewhat important	Important	Very important	Absolutely essential
Having a mentor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being able to talk to anyone regardless of their level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working with managers that provide constant and constructive feedback.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doing work that is acknowledged and highly valued by others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having the ability to express my opinion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career development opportunities are provided.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being able to communicate openly with my supervisors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social interaction is fostered within the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being able to continuously learn and develop new skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



# Page 4

## 3. Workplace characteristics \*

	Not at all Important	Somewhat Important	Important	Very Important	Absolutely essential
Being able to contribute to social causes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The corporate mission and objective of the organization matter to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having a personal sense of achievement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working in something that is interesting and engaging to me over pay.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doing work that allows me to help others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working for a big and well-known company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doing work that influences organizational outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working for a smaller company where I can more easily make an impact rather than working for a well-known company with higher reputation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Page 5

## 4. Workplace characteristics \*

	Not at all important	Somewhat important	Important	Very important	Absolutely essential
Being able to balance my work with my private/family life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having a flexible working schedule.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Throughout my career, having the opportunity to work for different employers / organizations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being able to work from wherever I want.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staying in the same organization for more than 3 years.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**5. Workplace characteristics \***

	Not at all important	Somewhat important	Important	Very important	Absolutely essential
Working in a job that affords me a good salary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working in teams.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having the opportunity to travel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working in an organization with a well defined chain of command and authority (hierarchy).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having the possibility to engage in different work activities (rotation).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology and social media are fostered in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working on challenging tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation and creativity are fostered.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working in an environment that is fun and relaxed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working in an organization without a strong hierarchical structure (flat).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Page 7**

Please read the questions carefully and answer each item listed in the section below by indicating how important each is to you when considering a potential leader of yours. In your point of view, what are the desired leadership attributes a leader should hold and exhibit?

**6. Leadership characteristics / attributes \***

	Not at all important	Somewhat important	Important	Very important	Absolutely essential
Shows appreciation for the efforts of the employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Includes me in the decision making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helps me when learning new processes or tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Guides me through my tasks (provides guidelines).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages teamwork.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seeks new opportunities for the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is open to hearing my inputs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fosters innovation and technology within the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gives me sufficient authority to fulfill my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uses plain straight talking language.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is passionate about his / her job, employees and the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gives regular and constructive feedback.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engages in regular conversations with me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes use of a variety of methods / tools (e.g. social media, face-to-face).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Page 8****7. Which three items from the list below do you value the most when considering working for a certain organization? \***

- ☐ Training and development.
- ☐ Good salary.
- ☐ Flexible working schedule.
- ☐ Working with strong coaches or mentors.
- ☐ Fringe benefits (e.g. company car or healthcare).
- ☐ Spare time to engage in community/charity work.
- ☐ Career advancement opportunities.
- ☐ Challenging and interesting job.
- ☐ International opportunities / ability to travel
- ☐ Teleworking (ability to work from outside the office)
- ☐ Corporate values that match my own.
- ☐ Good reputation for ethical practices.
- ☐ Other:

**Page 9****8. Which of the following items would most influence your decision to accept a certain job position? Please order the items from 1 to 6, being 1 the most important. \***

- ▲▼  Opportunity for personal development.
- ▲▼  Salary.
- ▲▼  Location.
- ▲▼  Reputation of the organization.
- ▲▼  Potential to make a difference.
- ▲▼  Working hours.

**Page 18**

Aproxima-se do final do questionário. Muito obrigado pela sua participação.

**16. What is your country of residence? / Qual o seu país de residência? \***

Switzerland

**17. Em que ano nasceu? / When were you born? \***

- ☐ Anterior / Before 1945
- ☐ 1946 - 1964
- ☐ 1965 - 1979
- ☐ 1980 - 2000
- ☐ 2001 - posterior / after

**18. Já viajou mais de 3 vezes? / Have you been abroad more than 3 times? \***

- ☐ Sim / Yes
- ☐ Não / No

**19. Já trabalhou ou estudou fora do seu país de residência durante mais de 3 meses? / Have you worked or studied abroad for more than 3 months? \***

- ☐ Sim / Yes
- ☐ Não / No

**20. Sexo / What is your gender? \***

Feminino / Feminine

**Page 19**

**21. Por favor insira o seu endereço de correio eletrónico (email) de modo a participar no sortelo do voucher. / What is your email address? This information will be needed in case you are one of the voucher draw winners. \***

☐ Não desejo fornecer o meu email. / I do not wish to reveal my email address.

☐ O meu email é: / My email address is:

## Appendix B: Online Survey – Questionnaire Portugal

Zürcher Hochschule  
für Angewandte Wissenschaften



### Workplace and leadership characteristics expected by the Millennial generation in Portugal and Switzerland

#### Page 1

1. Please choose a language / Por favor, escolha uma língua \*

#### Page 10

Olá,

Obrigada por disponibilizar um pouco do seu tempo para participar no meu estudo.

O principal objetivo deste questionário é efetuar uma análise de modo a identificar quais as características de um local de trabalho e de um líder, mais desejadas pela geração Millennial em Portugal e na Suíça. Mesmo não fazendo parte da geração Millennial, agradeça o preenchimento do questionário a fim de obter resultados para comparação multigeracional.

Ao completá-lo estará a ajudar-me a desenvolver a minha tese no âmbito do Mestrado em International Business da Zurich University of Applied Sciences (ZHAW School of Management and Law). Ao participar habilita-se também a ganhar um voucher de 15€.

O questionário tem uma duração aproximada de apenas 8 minutos e todos os resultados serão anónimos e serão utilizados para fins académicos. Por favor leia todas as questões cuidadosamente e responda na sua honesta opinião.

Muito obrigada.

#### Page 11

Por favor leia todas as questões atentamente e responda a cada item, indicando o quão importante cada um é para si ao considerar trabalhar para uma certa empresa.

**9. Características de um local de trabalho \***

	Nada importante	Um pouco importante	Importante	Muito importante	Essencial
Ter um mentor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ser possível comunicar com qualquer pessoa independentemente da sua posição.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Receber feedback construtivo com frequência.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Realizar um trabalho que é reconhecido pelos outros.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ter a possibilidade de expressar a minha opinião.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Usar de oportunidades de desenvolvimento de carreira.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Falar abertamente com os meus superiores.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fomentar a interação social no local de trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ter a possibilidade de desenvolver continuamente novas competências.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Page 12

## 10. Características de um local de trabalho \*

	Nada importante	Um pouco importante	Importante	Muito importante	Essencial
Contribuir para causas sociais.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A missão e objetivo da organização são importantes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ter a sensação de realização pessoal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trabalhar numa função interessante ao invés de receber um bom salário.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trabalhar numa função que possibilita ajudar os outros.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trabalhar para uma grande empresa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O meu trabalho influencia os resultados da organização.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trabalhar numa pequena empresa onde posso mais facilmente fazer a diferença ao invés de trabalhar numa grande empresa com grande prestígio.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Page 13

## 11. Características de um local de trabalho \*

	Nada importante	Um pouco importante	Importante	Muito importante	Essencial
Ter a possibilidade de conciliar o meu trabalho com a minha vida pessoal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ter um horário de trabalho flexível.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ao longo da minha carreira, ter a possibilidade de trabalhar para diferentes organizações.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ser possível trabalhar a partir de qualquer lugar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ficar na mesma organização por mais de 3 anos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**12. Características de um local de trabalho \***

	Nada importante	Um pouco importante	Importante	Muito importante	Essencial
Receber um bom salário.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trabalhar em equipa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ter a oportunidade de viajar em trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trabalhar para uma empresa com uma forte hierarquia (organização vertical).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ser possível ingressar em diferentes funções (rotação).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A tecnologia e as redes sociais são promovidas no local de trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Receber tarefas desafiantes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A inovação e a criatividade são fomentadas no espaço de trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trabalhar num ambiente relaxado e alegre.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trabalhar para uma empresa sem uma forte hierarquia e onde as decisões são tomadas coletivamente (organização horizontal).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Page 15**

Por favor leia todas as questões atentamente e responda a cada item indicando o quão importante cada um é para si ao considerar um potencial líder / superior. Na sua opinião, quais as características que um líder deverá possuir e exibir?

**13. Características de um líder \***

	Nada importante	Um pouco importante	Importante	Muito importante	Essencial
Demonstra reconhecimento pelo esforço dos trabalhadores.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inclui-me na tomada de decisão.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Auxilia-me durante a aprendizagem de novos processos ou tarefas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dá-me suporte no desempenho da minha função ou tarefas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promove o trabalho em equipa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Procura novas oportunidades para a organização.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ouve as minhas ideias.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promove a inovação e tecnologia no local de trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dá-me autoridade suficiente para desenvolver o meu trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Usa uma linguagem simples e direta.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preza o seu trabalho, os colaboradores e a organização.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fornecer					

## Page 16

14. Da lista seguinte, quais os três itens que considera mais importantes ao trabalhar numa determinada organização. \*

- ☐ Formação e desenvolvimento de competências.
- ☐ Bom salário.
- ☐ Horário de trabalho flexível.
- ☐ Trabalhar com bons mentores.
- ☐ Benefícios (exemplo: seguro de saúde ou carro da empresa).
- ☐ Tempo livre para desempenhar voluntariado.
- ☐ Oportunidades de desenvolvimento de carreira.
- ☐ Trabalho interessante e desafiador.
- ☐ Oportunidade para trabalhar internacionalmente / viajar.
- ☐ Teletrabalho (possibilidade para trabalhar fora do escritório).
- ☐ Valores organizacionais que correspondem aos meus próprios valores.
- ☐ Forte reputação por práticas éticas.
- ☐ Outro:

## Page 17

15. Dos seguintes itens, quais teriam uma maior influência ao aceitar uma função? Por favor ordene os itens de 1 a 6, correspondendo o 1 ao item mais importante. \*

- ⬆  Oportunidades para desenvolvimento pessoal.
- ⬆  Salário.
- ⬆  Localização.
- ⬆  Reputação da organização.
- ⬆  Potencial para fazer a diferença.
- ⬆  Horário de trabalho.

## Page 18

Aproxima-se do final do questionário. Muito obrigado pela sua participação.

16. What is your country of residence? / Qual o seu país de residência? \*

Switzerland

17. Em que ano nasceu? / When were you born? \*

- ☐ Anterior / Before 1945
- ☐ 1946 - 1964
- ☐ 1965 - 1979
- ☐ 1980 - 2000
- ☐ 2001 - posterior / after

18. Já viajou mais de 3 vezes? / Have you been abroad more than 3 times? \*

- ☐ Sim / Yes
- ☐ Não / No

19. Já trabalhou ou estudou fora do seu país de residência durante mais de 3 meses? / Have you worked or studied abroad for more than 3 months? \*

- ☐ Sim / Yes
- ☐ Não / No

20. Sexo / What is your gender? \*

Feminino / Feminine

## Page 19

21. Por favor insira o seu endereço de correio eletrónico (email) de modo a participar no sorteio do voucher. / What is your email address? This information will be needed in case you are one of the voucher draw winners. \*

☐ Não desejo fornecer o meu email. / I do not wish to reveal my email address.

☐ O meu email é: / My email address is: